United Nations A/69/144

General Assembly

Distr.: General
31 March 2014

Original: English

Sixty-ninth session
Item 134 of the preliminary list*
Programme planning

Programme performance report of the United Nations for the biennium 2012-2013

Report of the Secretary-General

Summary

The present report on the programme performance of the United Nations Secretariat for the biennium 2012-2013 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

The report includes information on the results achieved by the Organization during the biennium in terms of expected accomplishments and the achievement of outputs, which is the traditional measure of performance. The key results achieved by the Organization under its 10 programme elements give Member States a high-level overview of the Secretariat's performance (see sect. II). The analysis of programme performance in regard to 33,696 mandated and additional outputs (see sect. III) indicates an increase in implementation rates, from 90 to 91 per cent for mandated outputs and from 90 to 92 per cent for all outputs, compared with the previous biennium. The report also includes a detailed recounting of the results obtained by each individual budget section on 876 expected accomplishments implemented under the 36 sections of the programme budget (see sect. IV). In addition, it contains a brief summary of the main challenges encountered in the implementation of each programme and lessons learned to improve performance.

Combining a results-based analysis with an output-oriented one, the present report provides a comprehensive overview of the major developments and the work performed by the United Nations Secretariat during the biennium 2012-2013.

* A/69/50.

14-28348 (E) 050514

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Contents

		Page
I.	Introduction	4
II.	Overview of key results achieved by the United Nations	4
	A. Overall policymaking, direction and coordination	4
	B. Political affairs	5
	C. International justice and law	7
	D. International cooperation for development	8
	E. Regional cooperation for development	13
	F. Human rights and humanitarian affairs	17
	G. Public information	20
	H. Common support services	21
	I. Internal oversight	25
	J. Safety and security	26
III.	Delivery of outputs and resource utilization	26
	A. Implementation rates	27
	B. Additional outputs	30
	C. Postponed outputs	32
	D. Terminated outputs	34
	E. Outputs carried over	35
	F. Technical cooperation delivery	36
	G. Resource utilization	38
	H. Gender mainstreaming	41
	I. Final statement on the delivery of outputs and resource utilization	43
IV.	Programme performance by section of the programme budget	44
	2. General Assembly and Economic and Social Council affairs and conference management	44
	3. Political affairs	56
	4. Disarmament	64
	5. Peacekeeping operations	70
	6. Peaceful uses of outer space	79
	8. Legal affairs	82
	9. Economic and social affairs	88

10. Least developed countries, landlocked developing countries and small island developing States 101
11. United Nations support to the New Partnership for Africa's Development 105
12. Trade and development 109
13. International Trade Centre 120
14. Environment 122
15. Human settlements 133
16. International drug control, crime and terrorism prevention and criminal justice 140
17. UN-Women 149
18. Economic and social development in Africa 154
19. Economic and social development in Asia and the Pacific 171
20. Economic development in Europe 187
21. Economic and social development in Latin America and the Caribbean 198
22. Economic and social development in Western Asia 212
23. Regular programme of technical cooperation 223
24. Human rights 256
25. International protection, durable solutions and assistance to refugees 269
26. Palestine refugees 273
27. Humanitarian assistance 277
28. Public information 283
29A Office of the Under-Secretary-General for Management 287
29B Office of Programme Planning, Budget and Accounts 291
29C Office of Human Resources Management 295
29D Office of Central Support Services 300
29E Administration, Geneva 304
29F Administration, Vienna 310
29G Administration, Nairobi 314
30. Office of Information and Communications Technology 320
31. Internal oversight 323
35. Safety and security 327

I. Introduction

1. The present report on the programme performance of the United Nations Secretariat for the biennium 2012-2013 constitutes an important accountability and management tool in the Organization's results-based budgeting process, which follows a recurrent cycle of planning, budgeting, programme implementation, monitoring and reporting. The report closes the cycle, summarizing the major achievements of the Organization during the biennium 2012-2013 and the outputs delivered in the implementation of its programme of work.

2. The report is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), which established the format and content of the report, as well as its periodicity.

3. The General Assembly, in its resolution 61/245, reaffirmed the responsibilities of programme managers in the preparation of the programme performance report and reassigned the programme monitoring functions and the task of preparing the report based on the inputs provided by programme managers to the Department of Management. Following the mandate of the Assembly, the Office of the Under-Secretary-General for Management coordinated the preparation of the present report.

4. The report contains information on the achievement of 33,696 mandated and additional outputs and provides an overall account of the results achieved by the Organization as reported by the various departments. Performance in respect of 876 expected accomplishments under 36 sections of the programme budget is reported herein. The rate of implementation of mandated outputs in the Organization increased to 91 per cent during 2012-2013, from 90 per cent during 2010-2011. The implementation rate for both mandated and additional outputs also registered an increase, to 92 per cent, which is two percentage points higher than was achieved during 2010-2011.

5. The report comprises four sections. Section I serves as an introduction. Section II offers a broad overview of the results accomplished by the Secretariat under the 10 areas of the programme budget for the biennium 2012-2013. A summary of output implementation and resource utilization is set out in section III. Section IV covers programme performance under each section of the programme budget for the biennium 2012-2013 and provides a summary of programme-level highlights and performance constraints, as well as a more detailed review of performance pertaining to individual subprogrammes.

6. The combination of a results-based analysis and an output-oriented analysis provides a comprehensive overview of the major achievements and work performed by the United Nations Secretariat during the biennium 2012-2013.

II. Overview of key results achieved by the United Nations

A. Overall policymaking, direction and coordination

7. The Department for General Assembly and Conference Management provided conference services to Member States, including technical secretariat services and procedural support to the General Assembly at its sixty-seventh and sixty-eighth

sessions, to the First, Second, Third and Fourth Committees of the Assembly, to other subsidiary bodies of the Assembly and to the Economic and Social Council, as well as support for conferences and ad hoc and extraordinary meetings held under the auspices of the United Nations. Compliance with deadlines for the timely submission of documents to the Department by author departments continued to improve. The global departmental-wide electronic survey disseminated to Member States across the four duty stations in December 2012 showed that the majority of respondents in New York, Geneva, Vienna and Nairobi were satisfied with the quality of conference services, the professionalism of meeting services staff and the overall linguistic quality of translated documents.

8. Significant progress was made in the development and increased utilization of integrated conference management system applications, which contributed to successful programme delivery and eliminated the need to process documents only in the location where they were submitted. The four duty stations (New York, Geneva, Vienna and Nairobi) are increasingly acting as one, leveraging economies of scale and available computer-assisted translation technologies to achieve consistently high-quality and timely outputs regardless of the geographic location of the requesting body or the workforce. A new system that automates workflow management and work sharing, WoodWing, was implemented in 2012, bringing efficiency gains in verbatim reporting and desktop publishing. A fourfold increase was recorded in workload sharing across duty stations in respect of translations.

9. During the biennium, the Department has applied the paper-smart concept in over 800 meetings on a trial basis, shifting from printing by default to printing on demand. The United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, became the largest conference serviced in a paper-smart fashion, followed by the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Doha from 26 November to 8 December 2012, recording savings of more than 11 million sheets of paper, or 1,400 trees.

B. Political affairs

10. Four programmes — political affairs, disarmament, peacekeeping operations, and peaceful uses of outer space — contributed effectively to two of the priorities for the biennium: maintenance of international peace and security and disarmament. The Department of Political Affairs addressed new conflict situations in 40 countries and responded to 59 requests for electoral assistance. Cooperation on conflict prevention and electoral assistance was broadened with the United Nations entities and regional organizations. In the run-up to the elections in Kenya in March 2013, broad and system-wide efforts were made to prevent conflict. The United Nations Support Mission in Libya (UNSMIL) assisted in the first free elections for the General National Congress in 47 years; 62 per cent of voters turned out for those elections. The Department continued to support a growing number of special political missions (34 as at the end of 2013), most of which were mandated by the Security Council. A new mission, the United Nations Assistance Mission in Somalia (UNSOM), was established in 2013 to provide United Nations good offices and a range of strategic policy advice in support of peace and reconciliation. The Department provided substantive support by servicing 392 meetings of the Security Council, 237 informal consultations and 243 meetings of subsidiary bodies. The Department provided

continued support to the Special Political and Decolonization Committee in its work on the remaining 16 non-self-governing territories, in facilitating dialogue on the question of Palestine and for the activities of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian territory. A number of important initiatives were launched to promote the implementation of the United Nations Global Counter-Terrorism Strategy, including expert group meetings and thematic workshops. The Department supported activities of the United Nations Office to the African Union. Several joint assessment missions, including to the Central African Republic, Guinea-Bissau and Somalia, were carried out by the United Nations and the African Union during the reporting period.

11. Many activities in the area of disarmament were carried out during the biennium. In March 2013, at the Final United Nations Conference on the Arms Trade Treaty, negotiations on the Treaty were finalized. The Treaty was then adopted by the General Assembly on 2 April 2013, with the signing ceremony taking place on 3 June 2013. The High-level Meeting on Nuclear Disarmament was also held in 2013. The second Review Conference on the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects was successfully concluded in New York in 2012 with the adoption by consensus of a final report. The first and second sessions of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons were held in Vienna and Geneva, in 2012 and 2013, respectively. During the biennium, the Office for Disarmament Affairs provided administrative and substantive support to the group of governmental experts on transparency and confidence-building measures in outer space activities, the group of governmental experts on developments in information and telecommunications in the context of international security, the group of governmental experts on the continuing operation of the United Nations Register of Conventional Arms and the open-ended working group on taking forward multilateral nuclear disarmament negotiations. In addition, the Office supported the meetings of several treaty bodies, such as the secretariats of the Convention on Certain Conventional Weapons and the Biological Weapons Convention, among others. The three regional peace and disarmament centres in Africa, Asia and the Pacific, and Latin America and the Caribbean continued to promote cooperation in areas such as curbing the illicit trade in small arms and light weapons, advancing security sector reform and enhancing capacity-building in weapon-destruction and stockpile management practices.

12. The Department of Peacekeeping Operations and the Department of Field Support provided strategic direction and the full range of administrative and logistical support to 17 peacekeeping operations, 16 special political missions and the African Union Mission in Somalia (AMISOM). Two new peacekeeping missions led by the Department of Peacekeeping Operations, in the Syrian Arab Republic and Mali, were launched during the biennium, as were two large special political missions led by the Department of Political Affairs, in Libya and Somalia. Two major operational surges were supported under the global field support strategy, in AMISOM in 2012 and in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in 2013. The global field support strategy allowed for better service delivery and more efficient operations (such as the rapid mission start-up in Libya), while the Regional Service Centre in Entebbe, Uganda, demonstrated another level of implementation of the strategy at

the regional level, through the provision of shared transportation, financing and human resources services, which improved service delivery in those areas.

13. The Office for Outer Space Affairs continued to promote international cooperation in outer space for economic, social and scientific development. In its capacity as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum, the Office serviced the International Committee's seventh and eighth meetings. It also organized workshops and training courses focused on capacity-building in the use of global navigation satellite systems-related technologies in various fields of science and industry. Under the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER), the Office provided technical advisory services to 30 countries, worked to improve further and expand the UN-SPIDER knowledge portal and organized or contributed to a number of international and regional workshops and expert meetings in the areas of space technology, disaster management, climate change and environmental monitoring, and natural resource management. The enlargement of the network of regional support offices contributed to the efforts of Member States to reduce their vulnerability and increase their resilience to disasters.

C. International justice and law

14. The Office of Legal Affairs continued to provide legal advice on matters concerning international peace and security and transitional justice, on the rules of procedure of different United Nations organs and on the privileges and immunities of the United Nations. During the biennium, claims against the Organization totalling more than $74.2 million were resolved for $25.2 million, a reduction in actual liability from that claimed of 66.1 per cent. The Office continued to contribute to the progressive development and codification of international public and trade law and the strengthening and development of the international legal order for the seas and oceans. In that respect, the Office served as the secretariat of and provided substantive support to a number of bodies, including the Sixth Committee of the General Assembly, the International Law Commission, the Commission on the Limits of the Continental Shelf and the United Nations Commission on International Trade Law (UNCITRAL).

15. The number of States parties to the Convention on the Law of the Sea and the implementing agreements increased from 381 in December 2011 to 392 in December 2013. Notable progress was also made towards the effective modernization of trade law with the entry into force of the United Nations Convention on the Use of Electronic Communications in International Contracts. The adoption of the Rules on Transparency in Treaty-based Investor-State Arbitration should also be noted, as well as the fact that the General Assembly, in its resolution 68/106, recognized that a repository of published information under the Rules should be established.

16. The Office, despite the need for more reliable funding, conducted five training courses under the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, including the International Law Fellowship Programme and the regional courses in international law for Africa and Asia and the Pacific. To further develop the Audiovisual Library of International

Law, which has been accessed by over 1 million individuals and institutions in 193 Member States, the Office added new lectures and audiovisual materials to the library during the biennium. Finally, the two annual treaty events organized by the Office resulted in a total of 199 treaty actions being taken by Member States compared with 132 such actions during the biennium 2010-2011.

D. International cooperation for development

17. The departments and offices included in the area of international cooperation for development are: the Department of Economic and Social Affairs, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Office of the Special Adviser on Africa, the United Nations Conference on Trade and Development (UNCTAD), the International Trade Centre, the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). These entities concentrated their efforts on the priorities for the biennium as established by the General Assembly, which included: the promotion of sustained economic growth and sustainable development, in accordance with the relevant resolutions of the Assembly and recent United Nations conferences; the development of Africa; and drug control, crime prevention and combating international terrorism in all its forms and manifestations.

18. The above-mentioned departments and offices achieved important results by servicing intergovernmental deliberations and facilitating negotiations and agreements among Member States. For example, the Department of Economic and Social Affairs, in its role as secretariat of the United Nations Conference on Sustainable Development, provided support during the conference and after it, in the follow-up on the implementation of the agreements reached. The Department chaired, together with the United Nations Development Programme (UNDP), the United Nations System Task Team on the Post-2015 Development Agenda. The Department also supported the preparatory process for the Third International Conference on Small Island Developing States, to be held in September 2014, in respect of which the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States organized several events, including the regional preparatory meetings and a high-level breakfast during the sixty-eighth session of the General Assembly. In addition, the Office made progress in supporting the intergovernmental preparations for the Ten-Year Review Conference on the Implementation of the Almaty Programme of Action by having all the regional review meetings completed in 2013. It also organized 13 pre-conference events and supported the annual ministerial meeting of the Group of Landlocked Developing Countries. The Office of the Special Adviser on Africa, for its part, facilitated and provided substantive backstopping assistance for the intergovernmental negotiations leading to the establishment of a monitoring mechanism to review commitments towards Africa's development needs, as requested by Member States in the political declaration on Africa's development needs, adopted on 22 September 2008 (General Assembly resolution 63/1).

19. The thirteenth session of UNCTAD, held in Doha in 2012, was the first major United Nations ministerial conference focused exclusively on trade and

development since the beginning of the 2008 economic and financial crisis. The session provided an opportunity to reflect on the following issues: inclusive development, a green economy and climate change; debt, financial and monetary reform; and science and technology and the new era of globalization. In the area of environment, after years of UNEP-supported negotiations, Governments established the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, which currently has 111 members and an approved workplan. Assessments on pollination and food production, on land degradation and restoration and on invasive alien species and their control will provide policymakers with the tools to tackle such challenges. In addition, UNEP support to the intergovernmental negotiating committee led to the adoption in 2013 of the Minamata Convention on Mercury. In the area of human settlements, the sixth session of the World Urban Forum, which was held by UN-Habitat in Naples, Italy, in 2012, and attended by participants from 152 countries, provided the opportunity to discuss emerging issues in urban planning, equity and prosperity, productive cities and urban mobility. In the area of drugs and crime, participants in the fifty-sixth session of the Commission on Narcotic Drugs and the twenty-second session of the Commission on Crime Prevention and Criminal Justice, both serviced by UNODC, made progress in respect of substantive preparations for the 2014 high-level review of the Political Declaration and the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem and of the thirteenth United Nations Congress on Crime Prevention and Criminal Justice, to be held in 2015. UN-Women, for its part, supported the preparation and servicing of the fifty-sixth and fifty-seventh sessions of the Commission on the Status of Women and enabled the broad participation and engagement of civil society, including women involved in grass-roots efforts, in the deliberations.

20. The analytical and substantive publications of the above-mentioned departments and offices strengthened the debate within intergovernmental organs and at international conferences and contributed unbiased analyses of development issues and policies. The analytical reports of the Department of Economic and Social Affairs, such as the annual *Millennium Development Goals Report*, and the reports of the Millennium Development Goals Gap Task Force, served to inform intergovernmental processes and provided inputs to the global process towards the post-2015 development agenda. The *World Economic Situation and Prospects* provided inputs to various deliberations of the Economic and Social Council, and the *World Economic and Social Survey 2013: Sustainable Development Challenges* provided in-depth analysis on such issues as urbanization, food security and sustainable energy. Both reports contributed to the international follow-up of the United Nations Conference on Sustainable Development and to the ongoing process towards the post-2015 development agenda. For the first time, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States published a report on the state of the least developed countries, covering 2013. The report provided information on the obstacles faced by the least developed countries in achieving prosperity and stability and urged that their causes be prioritized in the post-2015 agenda. The United Nations Secretariat remained committed to supporting the New Partnership for Africa's Development (NEPAD) by coordinating the preparation of Africa-related reports on NEPAD. Along those lines, the Office of the Special Adviser on Africa launched its flagship publication *Africa's Decade of Change: Reflections on 10 Years of NEPAD*, in commemoration of the tenth anniversary of NEPAD, and

published the magazine *Africa Renewal* and the website *Africa Renewal Online* in collaboration with the Department of Public Information.

21. In the area of international trade, delegations commended UNCTAD for the usefulness and relevance of its research as presented in the 2012 and 2013 editions of the *Trade and Development Report*. UNCTAD research during the biennium focused on supporting developing countries in responding to opportunities and challenges in the areas of trade, investment and innovation. Among the leading publications of UNCTAD are: *Least Developed Countries Report*, *Economic Development in Africa Report*, *World Investment Report*, *Information Economy Report* and *Review of Maritime Transport*. The fifth edition of the *Global Environmental Outlook*, launched by UNEP on the eve of the United Nations Conference on Sustainable Development, assessed 90 of the world's most important environmental goals and objectives and called for a greater focus on policies that target the drivers of environmental change. The fourth update of the *Emissions Gap Report*, which was released in November 2013, was extensively referenced as an authoritative source of information throughout the climate negotiations. UN-Habitat contributed to increasing awareness and capacity for monitoring sustainable urbanization conditions and issues at the local, national and global levels through its flagship reports, which were at the forefront of the urban development debate: *Global Report on Human Settlements 2013: Planning and Design for Sustainable Urban Mobility* and *State of the World's Cities 2012/13: Prosperity of Cities*. In the area of drugs and crime, UNODC published its annual flagship publication, the *World Drug Report*, and the *Global Report on Trafficking in Persons 2012*. UNODC also published transnational organized crime threat assessments for West Africa, East Africa and East Asia and the Pacific; analytical studies on specific drugs and crime problems; and several drug and crime survey reports.

22. The departments and offices working in the area of international cooperation for development supported the implementation of related programmes through advocacy and outreach activities. Continued advocacy work by the Department of Economic and Social Affairs towards raising awareness and building consensus among Member States on poverty eradication, full employment, decent work and social integration led, among others things, to the adoption of an action-oriented policy programme on social integration and resolutions on poverty and development, the social dimensions of NEPAD, older persons, youth, persons with disabilities and indigenous peoples. Among these activities, it is important to mention the successful conclusion of the International Year of Cooperatives, which culminated with the launch of a programme of action (2012); the High-level Meeting on Disability and Development (2013); and the substantive contributions to the process on the post-2015 development agenda to ensure the integration of social development. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States promoted awareness of the special needs and concerns of the countries covered by its mandate in different international forums, including the United Nations Conference on Sustainable Development, the nineteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the ninth Ministerial Conference of the World Trade Organization (WTO). The Office's advocacy and analytical work on science and technology resulted in a decision by the General Assembly to support the establishment of a technology bank and a science, technology and innovation mechanism under the auspices of the

United Nations to support the least developed countries. The Office of the Special Adviser on Africa, in collaboration with partners, enhanced awareness of Africa's development needs in the context of the United Nations Conference on Sustainable Development and the implementation of its outcome document. It also supported the preparatory process of the African Union leading to the formulation of the African consensus statement to the United Nations Conference on Sustainable Development, which sets out a common African position on sustainable development goals, and co-organized a series of high-level events. Africa-NEPAD Week, an annual observance that in 2013 was held during the General Assembly Debate on Africa, was organized together with partners of the Office of the Special Adviser on Africa to raise awareness of key thematic issues related to NEPAD. The Office also contributed to mobilizing resources in support of Africa's development at the General Assembly and as co-organizer of the fifth Tokyo International Conference on African Development, held in June 2013, which secured around $32 billion for Africa over five years.

23. The work of UNEP was validated in the outcome document of the United Nations Conference on Sustainable Development, in which Heads of State and Government reaffirmed the need to strengthen international environmental governance and expressed their commitment to strengthening the role of UNEP. The *Global Environment Outlook*, a report prepared by UNEP, received unprecedented coverage in the media and played a substantive role in informing policymakers at the Conference about the global state of the environment. The integration of sustainable urbanization as a priority issue in the final outcome document of the Conference was an important achievement for UN-Habitat. Governments agreed to a broad framework of sustainable development and recognized the need for a holistic approach to urban development and planning. In consultation with other United Nations agencies, UN-Habitat prepared two reports of the Secretary-General, on the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of UN-Habitat (A/68/332) and on the coordinated implementation of the Habitat Agenda (E/2013/68).

24. UNODC launched a successful awareness-raising campaign featuring a video on transnational organized crime that was viewed online at least 100,000 times and aired more than 350 times by international television networks. Two global campaigns, entitled "Act against corruption" and "Zero corruption — 100 per cent development", were launched for International Anti-Corruption Day, in 2012 and 2013 respectively, and a campaign for the International Day against Drug Abuse and Illicit Trafficking 2013 was launched on the issue of new psychoactive substances. Finally, at the United Nations Conference on Sustainable Development, the advocacy efforts of UN-Women resulted in the recognition of the centrality of gender equality to sustainable development. The landmark United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, which was adopted in April 2012 at a meeting of the United Nations System Chief Executives Board for Coordination, is to be implemented throughout the United Nations system. For the first time, the Organization will have a set of common indicators to measure progress in its gender-related work, including in mainstreaming the gender perspective into all its operations and actions.

25. In the area of operational activities for capacity development, the departments and offices mentioned in paragraph 17 supported the implementation of important projects in key development areas. The Department of Economic and Social Affairs

continued to provide technical and substantive assistance for capacity-building to developing countries and countries with economies in transition. In partnership with UNDP, it provided technical and policy advisory support to 80 developing countries in their preparations for the United Nations Conference on Sustainable Development. The Department also supported 28 small island developing States in their preparations for the Third International Conference on Small Island Developing States.

26. UNCTAD made progress in strengthening the capacities of developing countries to integrate into the global economy and the international trading system by supporting their efforts to develop appropriate national trade policies. It also continued to support the ability of developing countries to participate effectively and equitably in international trade, the trading system and regional and multilateral negotiations. For instance, 22 countries in Africa, Asia and Latin America and the Caribbean have, with technical assistance from UNCTAD, drafted and adopted national trade facilitation implementation plans to comply with the recently adopted WTO trade facilitation agreement. In a related area, the International Trade Centre supported the integration of the business sector into the trade policymaking process and enhanced the capacity of trade support institutions to assist small and medium-sized export enterprises. The International Trade Centre also provided trade intelligence to foster greater transparency in trade. With its assistance, 65 trade-related networks composed of representatives of the private sector and policymakers, were created or strengthened, especially in least developed countries. Special emphasis was placed on expanding private sector involvement in the processes of accession to WTO and regional trade integration agreements.

27. In the area of post-crisis recovery, UNEP is successfully delivering complex multimillion dollar environmental recovery programmes under the most difficult circumstances in countries such as Afghanistan, the Democratic Republic of the Congo, Haiti, South Sudan and the Sudan. In addition, with the support of UN-Habitat, an increasing number of national and local governments have improved policies, legislation and strategies towards inclusive urban planning and governance, safer cities and security of tenure. Moreover, the work of UN-Habitat in disaster management, rehabilitation and mitigation has continued to grow, with interventions being made in Afghanistan, Cuba, the Democratic Republic of the Congo, El Salvador, Haiti, Iraq, Mozambique, Libya, the Philippines, Somalia and the Syrian Arab Republic and the reconstruction of more than 4,000 houses in Sri Lanka.

28. UNODC continued to provide critical support to the Mechanism for the Review of the Implementation of the United Nations Convention against Corruption and to deliver technical assistance for preventing and combating corruption, including in relation to asset recovery. Technical assistance was also provided to Member States for the ratification and implementation of the 18 universal legal instruments against terrorism, including by strengthening the capacity of national criminal justice systems to effectively implement those instruments in conformity with the rule of law and human rights. More than 100 countries received UNODC assistance in implementing drug-use prevention interventions, dependence treatment and rehabilitation, and HIV/AIDS strategies and programmes. In the area of gender equality, 15 entities created policies aligned with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, with UN-Women providing direct support for the development of six of them.

29. Through the provision of advisory services and training activities, the regular programme of technical cooperation continued to facilitate responses to urgent demands by Member States. The programme was executed by 11 implementing entities of the Secretariat. Four of them (the Department of Economic and Social Affairs, UNCTAD, UN-Habitat and UNODC) reported under the area of the programme on international cooperation for development; the five regional commissions (the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA)) reported under the area of the programme on regional cooperation for development; and the remaining two entities (the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR)) reported under the area of the programme on human rights and humanitarian affairs.

30. Department of Economic and Social Affairs interventions with Member States with the resources of the regular programme of technical cooperation centred on supporting countries to pursue a sustainable development approach in national development strategies. Support was provided through 313 advisory missions, 92 training workshops and 38 fellowships. UNCTAD provided tailored advisory services and training courses on key issues related to the international economic agenda that enhanced the analytical and policymaking skills of the participants. UNODC provided technical assistance for the development of comprehensive drug control and crime prevention initiatives in West Africa, the Sahel region, South-Eastern Europe and Myanmar. UNODC also advised Governments and policymakers on the content, implementation and coordination mechanisms of integrated drug prevention and control programmes and projects in Afghanistan, East Asia, South Asia, Africa and the Caribbean. With regard to the sound management of chemicals, UNEP helped 23 countries to develop legislation and integrate sound chemicals management into development planning processes. UNEP also helped to assess the cost of inaction in this area, preparing policy guidance on the prevention of chemical accidents and the development of responsible production guidelines aimed at risk management in small and medium-sized enterprises. UN-Habitat supported the efforts of the Commonwealth of Independent States to implement sustainable urban policies and foster synergies with international institutions. It also assisted ongoing reform processes in 10 countries based on the international guidelines on decentralization and access to basic services, developed complementary guidelines for urban and territorial planning and improved urban governance frameworks in nine countries. More than 2 million poor people gained access to environmentally sound urban infrastructure and basic services with support from UN-Habitat, while more than 150 cities were developing and implementing policies to reduce slums and prevent the development of new ones.

E. Regional cooperation for development

31. The five regional commissions, as regional hubs of expertise and knowledge on economic, social and environmental issues, continued to promote sustained economic growth and sustainable development in their respective regions (Africa, Asia and the Pacific, Latin America and the Caribbean, and Western Asia). As an

integral part of their regional institutional landscape. ECA, ESCAP, ECE, ECLAC and ESCWA facilitated regional cooperation and integration among Member States and worked to promote intraregional and interregional cooperation.

32. The regional commissions continued to provide a forum for policy discussions and the exchange of experience and best practices. The outcomes of those discussions were used to inform various global intergovernmental processes, including the United Nations Conference on Sustainable Development, the intergovernmental processes for a post-2015 development agenda and the annual ministerial review of the Economic and Social Council. For example, the regional commissions held a joint side event at the United Nations Conference on Sustainable Development and prepared a joint report to provide a regional perspective on sustainable development. In terms of its own work, ECA organized its forty-fifth and forty-sixth annual sessions. At the forty-fifth session, a series of measures were adopted to promote and implement an integrated policy approach to unleash the sustainable growth and development potential of Africa; at the forty-sixth session, the theme of which was "Industrialization for an emerging Africa", resolutions and recommendations aimed at accelerating large-scale industrial development on the basis of Africa's natural resource endowments were adopted. In addition, at its two joint annual meetings with the African Union, ECA advocated for stronger policy responses to tackle the lag in the region's progress towards achieving the Millennium Development Goals. It also called for the adoption of a common African position on the development agenda beyond 2015 to ensure that Africa's priorities would be better reflected. At its sixty-eighth and sixty-ninth sessions, ESCAP addressed challenges related to trade, energy, connectivity and the Pacific small-island developing States. The sixty-ninth session was the culmination of combined efforts to convert ESCAP into the most inclusive intergovernmental platform for decision-making and an entity with the ability to provide responses to the transformations occurring in Asia and the Pacific. Participants in the sixty-fifth session of ECE discussed the follow-up to the United Nations Conference on Sustainable Development and the post-2015 development agenda. The session concluded with the adoption of the outcome of the review of the 2005 reform of ECE, in which the strategic direction and the priorities of the programme of work of the Commission were reconfirmed (see E/2013/37, annex III). ECLAC facilitated a high-level dialogue among member States at its thirty-fourth session through the presentation of a document entitled "Structural change for equality: an integrated approach to development", which contained a road map to achieve structural change, growth and equality in the region. ESCWA addressed key emerging issues in the Arab region at its twenty-seventh Ministerial Conference. It also organized a series of high-level meetings aimed at fostering dialogue between leaders of Arab countries on the role of social justice for achieving sustainable and balanced development.

33. The regional commissions continued to assist the Member States in developing and promoting the implementation of legal instruments, norms and standards in various areas of development. ESCAP member States set regional norms and adopted frameworks on key social issues, including the rights of persons with disabilities, population and international migration. ECE member States that are parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes made a historic decision allowing non-ECE countries to accede to the Convention. The global implementation of the Convention will ensure

equitable access to improved water, sanitation and sustainable management of transboundary water resources worldwide. Other important ECE achievements in that area included the revision of the Protocol to the 1979 Convention on Long-range Transboundary Air Pollution to Abate Acidification, Eutrophication and Ground-level Ozone to include national emission reduction commitments for main air pollutants by 2020 and beyond; the amendment to the Protocol to the 1979 Convention on Long-Range Transboundary Air Pollution on Heavy Metals, to cut emissions from industrial sources, combustion processes and waste incineration; the adoption of three new regulations by the ECE World Forum for Harmonization of Vehicle Regulations to improve the environmental performance of motor vehicles and the safety of their occupants; and the adoption of new or revised recommendations, norms and standards on trade facilitation and electronic business, intellectual property and competition. The work of ESCWA in the area of population and development contributed to an increase in the number of countries that formulated or took steps towards formulating national strategies and plans of action on youth. In addition, the analysis carried out in preparation for the tenth session of the Statistical Committee of ESCWA indicated an improvement in the implementation of fundamental principles in the preparation of official statistics.

34. The regional commissions promoted more coherence and collaborative work among themselves and other regional entities in their respective regions under the Regional Coordination Mechanism. They also continued to coordinate their activities by participating in meetings of the Economic and Social Council, dialogues of the Second Committee, the work of the Executive Committee on Economic and Social Affairs and the regular meetings of the executive secretaries and chiefs of programme planning. The work of ECA in support of the implementation of the African Union's NEPAD programmes at the regional level enhanced coordination among United Nations agencies and organizations and resulted in improved coordination in nine clusters of the Regional Coordination Mechanism in Africa and in over 14 joint programmes implemented or in the process of implementation by United Nations agencies. At a key meeting on the Regional Coordination Mechanism in Asia and the Pacific, held during the sixty-ninth session of ESCAP, participants focused on the post-2015 development agenda and the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations. At the meeting, contributions were made on a review of the framework of the partnership and on priorities for future cooperation among the participating organizations. ECE held four meetings under the Regional Coordination Mechanism for Europe and Central Asia and jointly coordinated the preparation of the inter-agency report *From Transition to Transformation: Sustainable and Inclusive Development in Europe and Central Asia*. The report served as the basis for the multi-stakeholder regional consultation meeting held in Istanbul and assisted in shaping the post-2015 development priorities in Europe and Central Asia. ECLAC coordinated the preparation of the inter-agency report *Sustainable Development: 20 Years on from the Earth Summit*, in which guidelines for moving towards sustainable development in the region were proposed. To disseminate the outcomes of the United Nations Conference on Sustainable Development and make progress on the follow-up actions on the post-2015 development agenda, ECLAC and the Government of Colombia hosted back-to-back regional consultations with States of Latin America and the Caribbean. Other United Nations organizations were also represented at those meetings, which focused on development goals and issues related to global and regional governance.

The inter-agency document *Sustainable Development in Latin America and the Caribbean: Follow-up to the United Nations Development Agenda Beyond 2015 and to Rio+20* was launched in the context of those meetings. As the secretariat of the Regional Coordination Mechanism for the Arab States, ESCWA convened three meetings during the biennium to strengthen synergies between the United Nations entities in the region and the League of Arab States and to enhance the sharing of information among ESCWA members on the post-2015 development agenda. Those meetings resulted in improved processes for United Nations engagement in the Arab Economic and Social Development Summit and in recommendations for technical cooperation in the areas of regional economic integration and the establishment of an Arab customs union.

35. Key publications issued by the regional commissions contributed to improved policy formulation and implementation processes in the different regions within their purview. Among the annual publications of ECA were the *Economic Report on Africa* and *Assessing progress in Africa toward the Millennium Development Goals*, both of which were widely disseminated. They are aimed at contributing to the implementation of economic and social policies in support of structural transformation in ECA member countries. The report *Assessing Regional Integration in Africa* led to the decision to create a pan-African free trade area by 2017. The flagship publication of ESCAP, *Economic and Social Survey of Asia and the Pacific*, focused on forward-looking macroeconomic policies for inclusive and sustainable development. In addition, ESCAP, together with the Asian Development Bank and UNDP, issued *Asia-Pacific Aspirations: Perspectives for a Post-2015 Development Agenda*, which addressed progress made in achieving the Millennium Development Goals in Asia and the Pacific during 2012-2013 and focused on development priorities beyond 2015. ESCAP also prepared an inter-agency report on the importance of the green economy for sustainable development and poverty reduction. ECE prepared the *Handbook of Best Practices at Border Crossings: a Trade and Transport Facilitation Perspective*, with the Organization for Security and Cooperation in Europe (OSCE), and a compendium of policy recommendations and good practices in public-private partnerships. ECE also published the study *Risk Management in Regulatory Frameworks* to guide policymakers in the development of regulations aimed at improving the safety of products and business processes without compromising innovation, economic development and international trade. In addition to its traditional flagship publications, important policy reports were prepared by ECLAC as contributions to the discussions of member States in high-level meetings, including *The Outlook for Agriculture and Rural Development in the Americas 2013: a Perspective on Latin America and the Caribbean*, which was presented at the twenty-second summit of the Ibero-American Conference of Heads of State and Government, and a discussion paper entitled "Community of Latin American and Caribbean States-European Union cooperation for development: challenges post-2015". In addition, the recommendations of ECLAC to the Central American Integration System resulted in the promotion of regional electricity and energy integration initiatives in Central America. Finally, the surveys on economic and social developments in the ESCWA region for the periods 2011-2012 and 2012-2013 underlined the changing situation in the Arab States and presented assessments and analyses of the economic and social conditions of the Arab countries in the global context, using the most up-to-date data.

36. As in the case of the programmes reported under international cooperation for development, the regular programme of technical cooperation continued to be used by the regional commissions to facilitate rapid responses to urgent demands of Member States through the provision of advisory services and relevant training activities. In that respect, the contributions of ECA enhanced the capacity of Member States to formulate macroeconomic policies, national development plans and global and regional trade promotion strategies towards economic transformation and to further regional integration. ECA also contributed to African-led dialogues and strategies among government, civil society and African institutions towards peace and democracy in Africa. ESCAP provided technical assistance in priority areas of macroeconomic policy, agriculture, transport, trade, investment, natural resources, gender equality, social integration, disaster risk reduction and statistics. ECE carried out 166 technical cooperation activities, including 102 advisory services and 64 capacity-building events, to assist countries with economies in transition to accede to and implement ECE legal instruments, norms and standards as a means of achieving the agreed international development goals and sustainable development. ECLAC carried out more than 167 capacity-building activities and 219 advisory missions, thereby facilitating informed decision-making and the implementation of policies and measures regarding key development issues with a focus on equality. Moreover, ECLAC promoted South-South cooperation through advisory missions and training activities in developing countries from regions other than Latin America and the Caribbean. ESCWA delivered 93 advisory services complemented by 22 regional and subregional workshops and 46 national workshops covering a broad range of themes. In addition, it fostered intraregional dialogue on challenges facing countries in the transition to democracy and conducted six study tours to further South-South cooperation.

F. Human rights and humanitarian affairs

37. Two of the priorities for the biennium 2012-2013 — the promotion of human rights and the effective coordination of humanitarian assistance efforts — were covered by four entities of the Secretariat, namely: OHCHR, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the Office for the Coordination of Humanitarian Affairs.

38. Under the leadership of the United Nations High Commissioner for Human Rights, OHCHR spearheads the Organization's human rights efforts. During the reporting period, OHCHR continued to support the work of the United Nations human rights mechanisms, including the Human Rights Council and the 51 independent human rights experts known as "special procedures", the universal periodic review and the 10 treaty bodies set up to monitor States parties' compliance with international human rights standards. OHCHR also continued to promote the right to development, coordinate United Nations human rights education and public information activities and strengthen the mainstreaming of human rights throughout the United Nations system. OHCHR also developed a range of activities aimed at ensuring the enforcement of universally recognized human rights norms, including through the promotion of the universal ratification and implementation of the major human rights treaties and respect for the rule of law and through technical cooperation for capacity-building in human rights promotion and protection. A new

strategy, jointly developed by OHCHR and UNDP, for the deployment of human rights advisers was endorsed in February 2012 by the United Nations Development Group. The strategy aimed at strengthening human rights policy coherence and system-wide ownership of human rights advisers deployed by OHCHR at the request of resident coordinators and country teams. So far, two advisers — one to Timor-Leste and one to the Maldives — have been deployed; another eight will be deployed in 2014. OHCHR also supported the commissions of inquiry to the Democratic People's Republic of Korea, Libya and the Syrian Arab Republic, as mandated by the Human Rights Council, and the fact-finding missions to the Central African Republic and Mali. The second cycle of the universal periodic review started; the national reports of all 70 States were reviewed. The three-year consultation process on strengthening the treaty bodies culminated in 2012 with the publication of *Strengthening the Human Rights Treaty Body System*, a report by the United Nations High Commissioner for Human Rights. The report, which is being considered in the ongoing open-ended intergovernmental process requested by the General Assembly, contained several proposals for simplifying and increasing the efficiency of the reporting process.

39. OHCHR launched a campaign to support the full integration of human rights into the process leading up to the United Nations Conference on Sustainable Development. As a result, the outcome document of the Conference included key human rights provisions with a strong focus on reducing inequalities and fostering inclusion and justice, based on the main international human rights instruments. Since the Conference, OHCHR has been active in promoting human rights and defining the post-2015 development agenda through research, advocacy, consultations and expert meetings.

40. During the biennium, UNHCR was confronted with an unprecedented level of refugee outflows — over 2 million people were forced to flee their countries — and equally sizeable internal displacements from conflicts in the Democratic Republic of the Congo, Mali, the Sudan and the Syrian Arab Republic. UNHCR worked closely with Governments and partners to respond to the immense protection and humanitarian assistance needs. These new emergencies exacerbated the pressure on UNHCR and its partners, which, guided by the global strategic priorities set by the United Nations High Commissioner for Refugees, were already fully engaged in providing protection and assistance to millions of refugees and internally displaced persons. Key priority areas included supporting a favourable protection environment, responding to situations of sexual and gender-based violence, strengthening child protection, addressing malnutrition and mortality levels among children under 5 years of age and pursuing durable solutions. UNHCR and its partners provided support for the voluntary repatriation and reintegration of refugees, as well as investment in local integration projects. UNHCR was also engaged in inter-agency initiatives and in the Transformative Agenda, a humanitarian reform initiative that seeks to strengthen further the effectiveness and efficiency of joint humanitarian action in complex, large-scale emergencies.

41. UNHCR continued to put great emphasis on reinforcing and establishing strong partnerships with its main stakeholders. The support of Governments and donors was critical in mobilizing the political will and financial resources necessary to respond to the significantly increased humanitarian needs. Partnerships were strengthened with humanitarian and development actors, as well as with faith-based

organizations, which also play an important role in resolving conflicts and providing community-based protection and support.

42. UNRWA assisted some 5 million registered Palestine refugees in Jordan, Lebanon and the Syrian Arab Republic, as well as in the West Bank and Gaza. Having received support through protection and advocacy efforts, UNRWA achieved important results during the biennium. For example, almost 100 per cent of infants and children received comprehensive immunization and there was a reduction in the antibiotic prescription rate. Considerable efforts were made to maintain the improvements that had been achieved over the years in terms of reduced infant and early childhood morbidity and mortality. UNRWA schools registered some 491,641 students during the biennium, of whom almost 50 per cent were girls. According to preliminary data, the overall dropout rate decreased among students in the elementary and preparatory stages during the 2012/13 school year. UNRWA successfully implemented shelter rehabilitation projects aimed at improving the living conditions of the most vulnerable groups and at providing refugees with dignified and adequate core housing units that are safe, properly ventilated and correspond to the size and needs of the families occupying them. During the biennium, over 1,000 shelters were rehabilitated, repaired or reconstructed, benefiting approximately 1,044 families in the social safety net programme. The microfinance programme provided income-generating opportunities for refugees and vulnerable groups living and working near them. A total of 59,433 loans valued at $67 million were financed in Jordan and the Syrian Arab Republic, as well as in the West Bank and Gaza. Loans offered through a microfinance programme helped to build business assets, increase the working capital of clients and contribute to increasing household consumption and meeting household needs.

43. The Office for the Coordination of Humanitarian Affairs continued to mobilize and coordinate humanitarian action in partnership with national and international actors to alleviate human suffering in disasters and emergencies, advocate the rights of people in need, promote preparedness and prevention, and facilitate sustainable solutions. During the biennium, the Office hosted two high-level global humanitarian policy forums, which brought together humanitarian experts to discuss global challenges. The outcomes of the discussions will inform the agenda of the World Humanitarian Summit, to be held in 2016. The Office continued to work with the humanitarian system to further enhance responses to major crises, learning from two challenging emergencies that occurred in 2010: the earthquake in Haiti and the floods in Pakistan. The recommendations and protocols developed under the Transformative Agenda were rigorously tested through simulation exercises carried out throughout the United Nations system and within the Office and applied in response to four level 3 emergencies: the crisis in the Syrian Arab Republic, Typhoon Haiyan in the Philippines and the rapid scaling-up of responses in the Central African Republic and South Sudan.

44. The rate of implementation of the Hyogo Framework of Action was steady, as evident in the progress review reports submitted by 137 countries. Disaster risk management was recognized as integral to sustainable development in the outcomes of the United Nations Conference on Sustainable Development. Extensive global consultations were conducted to develop the post-2015 framework on disaster risk reduction, leveraging six multi-stakeholder regional platforms and convening 3,500 actors from 172 countries to the fourth Global Platform for Disaster Risk Reduction. In the *Global Assessment Report 2013*, produced by the Inter-Agency Secretariat of

the United Nations International Strategy for Disaster Reduction (UNISDR), evidence of the economic losses and the business case for disaster risk reduction was presented. The campaign entitled "Making cities resilient: my city is getting ready" raised awareness about the importance of building resilience to disasters in cities worldwide. The campaign counted more than 1,640 local government signatories in 98 countries.

45. OHCHR and the Office for the Coordination of Humanitarian Affairs implemented activities funded with resources of the regular programme of technical cooperation. With those funds, OHCHR strengthened the capacity of stakeholders, policymakers and civil society organizations to integrate a human rights-based approach into domestic laws, policies and action plans. Best practices were also shared at the regional level, including on human rights concerns related to gender and minorities. The Office's technical assistance resources were used to support the participation of Cameroon and the Comoros in the regional emergency response planning and simulation workshop for national authorities that was held in Senegal in 2012. Funds also supported the donor round table of the Economic Community of Central African States that was held in Cameroon, the workshop of the Association on Southeast Asian Nations (ASEAN) on environmental emergencies and four joint seminars on the role of customs in natural disaster relief in Asia and the Pacific.

G. Public information

46. The Department of Public Information worked to promote a better understanding of and greater appreciation for the United Nations and the positive difference it makes in the daily lives of people everywhere. The Department expanded the reach of its products and activities through radio, television, print, the Internet, social media and other digital platforms. The number of radio and television stations broadcasting United Nations programmes increased to almost 800, in 149 countries. The average number of monthly page visits to the United Nations website reached 4.7 million. During the biennium, there was a substantial increase in the number of followers of the United Nations on mainstream social media platforms such as Facebook, Twitter and Google+, from 2.1 million to 10 million. The Department also worked with substantive offices to develop messaging and prepare communications campaigns on priority themes. This included, for example, a social media campaign on the Millennium Development Goals using Twitter (#MDGmomentum) that engaged over 31 million people and a new "Beyond 2015" web page featuring an interactive timeline that was also promoted through social media. Special mention should be made of the media and public outreach campaign for the United Nations Conference on Sustainable Development, which succeeded in mobilizing large-scale efforts to raise awareness and encourage participation using "The future we want", which was a tagline for the Conference that had been proposed by the Department. The tagline gained widespread acceptance as a positive and forward-looking message that successfully conveyed the relatively abstract concept of sustainable development to broad audiences. As part of the outreach campaign "The future we want", a series of scholarly and expert articles on key sustainable development issues were featured prominently on the campaign's website (www.un.org/futurewewant).

47. The Department expanded its pool of partners to over 3,000 and reached out to new and broader audiences. It worked with the Secretary-General's Envoy on Youth and partners to enhance engagement by the United Nations system with youth. The

Academic Impact programme grew by 20 per cent. Two thirds of the institutions of higher education and research affiliated with the programme were from developing countries. The outreach programmes on the Holocaust, the Rwandan genocide and the transatlantic slave trade also benefited from new partnerships around the world. Expanding partnerships outside North America was also a focus of the Creative Community Outreach Initiative, which added partners in Asia and the Middle East. The Department continued to nurture its relationship with non-governmental organizations: 1,400 such organizations are now associated with the Department.

48. The Department worked to strengthen linkages throughout the Organization. The websites of iSeek and deleGate played key roles in ensuring cohesion within the United Nations community and at duty stations, while the Dag Hammarskjöld Library contributed to knowledge-sharing throughout the Organization. In support of multilingualism and in order to expand outreach at the local level, during the biennium the United Nations information centres produced and/or translated 11,015 information materials in 43 languages, including 4 indigenous languages.

H. Common support services

49. The common support services of the United Nations formulated policies and procedures and provided strategic guidance, direction and support to all entities of the Secretariat in four broad management areas, namely: finance and budget, human resources, physical resources and information and communications technology services.

50. Common support represents the administrative support services of the Organization, both from the perspective of policy issuance and of service delivery. The organizational units reporting under this programme element include the Office of the Under-Secretary-General for Management, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services. In addition, the United Nations offices at Geneva, Vienna and Nairobi also report under this programme element, as they are responsible, inter alia, for the provision of administrative and other support services to the offices of the Secretariat and the agencies, funds and programmes located at those duty stations. The Office of Information and Communications Technology too falls under this element.

51. The Office of the Under-Secretary-General for Management led the presentation to the General Assembly of several Secretary-General's reports, including one report on the mobility framework, one report on the expanded feasibility study for long-term accommodation needs at Headquarters and two progress reports on accountability. In addition, the Office presented to the Assembly the Secretary General's reports prepared in response to the requests contained in the reports of the Board of Auditors, in accordance with General Assembly resolution 48/216 B, the programme performance report for the biennium 2010-2011 and the report on the standard of accommodation for air travel. The Under-Secretary-General for Management provided management oversight to ensure that key projects of the Secretary-General, such as the capital master plan, Umoja and the adoption of the International Public Sector Accounting Standards (IPSAS), were effectively implemented and reached scheduled milestones. The Secretariat Building was fully reoccupied and renovations were proceeding as scheduled. Storm Sandy damaged

some core infrastructure of the United Nations and caused delays in the completion of the Conference Building and the commencement of the construction of the General Assembly Building. Those delays did not, however, result in significant additional costs (given that most of the costs incurred were covered by insurance), nor did they affect the projected completion date (September 2014) for the reoccupancy of the renovated General Assembly Building.

52. The Office continued to develop a strong relationship with the oversight bodies, supported the work of the Management Committee and the Management Performance Board, assisted in the preparation of senior managers' compacts (a tool to promote programme managers' accountability) and acted as the focal point for enterprise risk management in the Secretariat, an area in which it achieved significant progress. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the committees and in a timely, orderly and procedurally correct manner. The Management Evaluation Unit made a significant number of recommendations to the Under-Secretary-General for Management and facilitated management evaluation processes and decisions in 1,770 cases. The target of an average of 7.5 business days for reviewing procurement cases by the Headquarters Committee on Contracts was met.

53. Key actions were taken affecting the deployment plans and structure of the enterprise resource planning project, Umoja, including by conducting a significant review of the implementation schedule, further strengthening Umoja governance, strengthening the concept of process ownership and clarifying authorities and responsibilities between process owners and heads of departments and offices. On 1 July 2013, the phase known as "Umoja Foundation" was successfully implemented in the two pilot sites and, on 1 November 2013, Umoja was successfully deployed to cluster 1 (peacekeeping operations).

54. The Office of Programme Planning, Budget and Accounts continued to lead the implementation of IPSAS-compliant accounting and financial reporting Secretariat-wide and to play a key role in the design, support and implementation of Umoja. Progress was made in streamlining policies and guidelines to clients, in close collaboration with departments and offices, in preparation for the implementation of IPSAS and Umoja and with a focus on defining the derived benefits from those two large transformational projects. The General Assembly approved amendments to the financial regulations and took note of the revised Financial Regulations and Rules, as submitted by the Controller, to prepare for the issuance of IPSAS-compliant financial statements. The Office continued to ensure the sound financial management of all resources made available to the Organization, leading to an unqualified audit opinion from the Board of Auditors on volumes I and II of the financial statements. Audit observations on financial matters referred, in general, to minor issues, indicating that effective internal financial controls are in place.

55. The Office of Human Resources Management continued to develop policies and provide advice on human resources management, monitor performance and develop the skills and potential of staff in line with United Nations mandates. The Office issued new policies on the administration of continuing and fixed-term appointments to improve consistency in the administration of staff contracts throughout the Secretariat and revised existing policies on the use of rosters, official travel, rental subsidy, consultants and individual contractors. Programmes aiming at increasing mobility, including the Voluntary Initiative for Network Exchange, were

suspended in 2012 to enable the Office to focus on the development of a structured mobility programme, the implementation of which will follow the approval by the General Assembly of the report of the Secretary-General on mobility (A/68/358). It was anticipated that the Assembly would decide on the matter at the first part of its resumed sixty-seventh session, in March 2013, but it was deferred until the main part of its sixty-eighth session and then again until the first part of its resumed sixty-eighth session, in March 2014.

56. To improve the capability of helpdesk personnel to manage requests and reduce response times, the Office implemented a ticketing tool (iNeed) for addressing issues related to human resources systems, mainly the Integrated Management Information System (IMIS) and Inspira. An online self-service reporting tool (HR Insight) was introduced by the Office, decreasing the frequency with which Member States made requests to Secretariat staff. The human resources scorecard has been improved to allow heads of departments to follow progress on a number of key indicators, including the selection of candidates from unrepresented and underrepresented Member States, gender balance and selection timelines. In the biennium 2012-2013, 85 successful candidates were employed through the young professionals programme.

57. The Office continued to provide clinical health, psychological, occupational health and health promotion services to United Nations staff. In 2012, it developed HIV testing and counselling guidelines for use by all United Nations medical services worldwide. It also continued to build medical emergency response capacity through the United Nations Medical Emergency Response Team, and by conducting training sessions in four missions involving 28 members.

58. Despite the impact of Storm Sandy and the additional workload caused by the reoccupation of the Secretariat Building, the Office of Central Support Services addressed 65 per cent of all facility management work orders in time and achieved a rating of over 90 per cent in respect of client satisfaction. Cost-effective travel services were provided through negotiations with 42 major airlines and significant cost savings were achieved on the full cost of official travel. Other key achievements included the successful implementation of the revised travel policy (ST/AI/2013/3), ongoing success with the travel agency hybrid service configuration and the launch of a new online booking tool and pre-trip audit system to enhance continuous monitoring and audit of all tickets issued. The total number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 570 to 1,267, doubling the targeted goal of 630 for the biennium. This may be attributed to the successful conduct of business seminars in those countries, to the ongoing effort of the Procurement Division to simplify the registration process for interested vendors and to the provision of hands-on assistance with vendor registration at the Regional Procurement Office.

59. The United Nations Office at Geneva continued to expand and enhance the delivery of integrated administrative and support services by developing strategic partnerships and outreach activities with client offices. Progress was made in enabling the effective and efficient functioning of the Office with regard to financial management through a better monitoring of unliquidated obligations (the percentage of unliquidated obligations and cancellation of prior-period obligations compared to final appropriations was reduced to 2.4 per cent compared with the target of 5 per

cent) and expenditures against allotments as well as reduced turnaround time for the issuance of allotments by 1.1 days. The human resources management unit at the Office achieved greater geographical representation, with 71 per cent of staff recruited from unrepresented and underrepresented Member States, and increased the percentage of female staff on regular budget posts in the Professional and higher categories to nearly 50 per cent. The quality and timeliness of facilities-related services continued to meet established standards, despite the steady deterioration of the facilities at the Palais des Nations owing, inter alia, to flooding and structural issues. In the area of procurement, the Office established a larger number of long-term contracts and reduced procurement processing time. In the area of information and communications technologies, service-level agreements were updated and improved, with the result that the Office expanded the information technology services rendered in terms of server virtualization and Wi-Fi access.

60. The United Nations Office at Vienna continued to ennance its cooperation with other organizations based in the Vienna International Centre and to improve the joint services provided to its clients. The Office maintained close-to-expected performance levels for payment processing, bank reconciliations and automatic disbursements, and benefited from the new Single Euro Payments Area initiative, which regulates payments in euros within Europe. Participation in the initiative resulted in lower charges, lower rates of returned payments, increased transparency and security and standardized legal norms. In the area of human resources management, the Office slightly exceeded the targeted mobility index and improved gender balance targets on posts funded through the regular budget. In the area of information and communications services, the Office enhanced current helpdesk and application software to monitor performance and collect feedback. In the area of procurement, a marked increase was recorded in the participation of vendors from developing countries and countries with economies in transition. As at the end of the biennium, 203 vendors from developing countries and countries with economies in transition had been successfully registered with the Office.

61. The United Nations Office at Nairobi developed improved business processes, having identified four service-level benchmarks in the areas of budget and finance management, human resources management, support services and information and communications technology. The number of new agencies subscribing to the common services increased, thereby expanding the cost-sharing mechanism. The Office achieved a higher rate of client responsiveness through outreach activities, the automation of processes and revised workflows. In addition, it streamlined procedures for the assignment of certifying authority and special approving authority and implemented and modified several business process applications to enhance the effectiveness of service delivery. Further improvements were made to the infrastructure and conference facilities of the Office by opening the new delegates lounge and bringing up to current standard the specialist simultaneous interpretation facilities in the conference areas. In preparation for the adoption of IPSAS, more than 400 staff members in various United Nations agencies were trained. A dedicated regional Umoja training facility was established in Nairobi, equipped with computers, interactive whiteboards and videoconferencing and WebEx capabilities. The number of new vendors registered and eligible for tender invitations increased to 833 as at December 2013. Cooperation and transparency among the United Nations Office at Nairobi, UNEP and UN-Habitat improved

owing to the re-establishment of the technical review group and the information and communications technology committee.

62. The Office of Information and Communications Technology undertook a review of information and communications technology services and resources within the Secretariat to improve coordination, collaboration and coherence. Major enterprise applications rolled out and enhanced in both headquarters duty stations and peacekeeping missions included: (a) iNeed, the enterprise system that provides customer relationship management support to Umoja and facilitates the management of service provision in general; (b) the enterprise identity management system, which lays the foundation for a unified authentication system for Secretariat-wide applications; and (c) Unite Docs and Unite Connections, a set of integrated solutions for capturing, sharing and using information more effectively. The Office initiated work designed to strengthen information security and operational resilience and required the formulation of policies and procedures, a technology architecture and effective governance structures. The increased focus on operations, which included meeting the challenges posed by the capital master plan, allowed the Office to position itself as an effective, client-oriented unit in the Secretariat. The Office continued to improve coordination and collaboration with information and communications technology units globally to support the implementation of Umoja and IPSAS.

I. Internal oversight

63. The Office of Internal Oversight Services continued to fulfil its internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation assignments. The Office worked towards ensuring that the objectives of the Organization were achieved effectively and in full compliance with regulations and rules, policies and procedures. In an effort to improve the transparency of internal audit results and comply with General Assembly resolution 67/258, the Office decided to publish its internal audit reports on its website, on an experimental basis, from June 2013 to 31 December 2014. To communicate effectively on the results of its oversight assignments, the Office, in consultation with management and other oversight bodies, completed and published on its website definitions for key oversight terms used in its reports. During the reporting period, the Internal Audit Division issued 294 reports containing 1,527 recommendations covering issues of risk management, accountability, efficiency, effectiveness, cost savings, recovery of losses and overpayments. The Inspection and Evaluation Division issued 26 reports containing 48 recommendations assessing the overall relevance, efficiency, effectiveness and impact of programmes. The Investigations Division issued 328 reports containing 150 recommendations. The Investigations Division has undergone a comprehensive restructuring, transferring resources to Entebbe, Uganda, to create a surge capacity in the Regional Service Centre, thereby increasing the Organization's ability to respond to matters in a timely and effective manner. The Office continued to implement quality assurance programmes by streamlining reporting procedures to increase efficiencies and fully implementing new procedures for monitoring and formulating recommendations. During the reporting period, the Office coordinated regularly with other United Nations oversight bodies, including the Board of

Auditors and the Joint Inspection Unit, to ensure that potential gaps and unnecessary duplication and overlap in oversight work would be minimized.

J. Safety and security

64. During the biennium, the United Nations faced multiple crises simultaneously, which presented a challenge to its operations. The Department of Safety and Security rose to the challenge and responded to those crises, supporting and enabling the United Nations system to implement its programmes. The Department continued to provide leadership, operational support and oversight of the United Nations security management system by ensuring maximum security for staff and eligible dependents and enabling the safest and most efficient conduct of programmes and activities. Partnerships continued to be strengthened within the United Nations security management system, including the consideration of a wider scope of issues by the Inter-Agency Security Management Network as an important forum for discussing systemic challenges, ratifying new policies and devising coherent solutions to safety and security challenges. The Department also worked with other departments on developing the United Nations policy guidance on crisis management in peacekeeping missions, on changing the threat environment, on human rights and on sexual exploitation and abuse. The Department focused more on evaluating the performance of those programmes entrusted with security responsibilities and conducted 20 compliance evaluation missions to different duty stations, where 967 premises occupied by entities of the United Nations system and associated projects were evaluated. In order to improve staff safety and security globally, it was instrumental to maintain security threat and risk assessments up to date and enhance compliance with minimum operating security standards. The Department continued to ensure a rapid and effective response to security incidents through the completion of country-level security contingency plans, increased capability to deploy or redeploy field security officers at 24-hour notice and reduced deployment times for surge activities in support of crises. Training was provided to designated officials, security advisers and senior management teams in nearly all countries with high security threats.

III. Delivery of outputs and resource utilization

65. As mandated by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8, rule 106.1 (a) (ii)), the delivery of final outputs should be determined in comparison with the commitments set out in the programme narratives of the approved programme budget and reported to the General Assembly through the Committee for Programme and Coordination. Outputs are defined as final products or services delivered by a programme to end users in order to fulfil accomplishments and objectives. Implementation reporting covers "quantifiable" outputs comprising six categories: (a) substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical material, fact-finding and special missions and the promotion of legal instruments).

66. The distinct feature of "quantifiable" outputs is that they must be clearly described and quantified in the programme budget and it must be possible to unambiguously monitor their implementation. Other activities comprise "non-quantifiable" outputs, whose numbers are not consistently defined in the programme budget because, for various reasons, they can be neither planned nor predicted precisely, for example, they may be subject to a Government request or they may represent the provision of services the scope of which is uncertain. Such outputs are reflected in the programme budget in a descriptive manner, with no identification of specific products or their quantity. It is not possible, therefore, to report on their implementation rates, although they represent a significant part of the Secretariat's work and resources. Examples of such outputs include advisory services, training courses, fellowships and grants, field projects, conference services and administration. Such non-quantifiable outputs are not reflected in the section on implementation reporting below, but they are factored into the analysis of resource utilization and technical cooperation delivery (see sect. III.F below), as well as in the reporting on the implementation of expected accomplishments.

67. The inventory of programmed outputs is based on the programme of work narratives of the relevant subprogrammes in the proposed programme budget for the biennium 2012-2013 as approved by the General Assembly in its resolutions 66/248 A to C. The 2012-2013 budget contained 29,642 planned and quantifiable outputs. In addition, 477 quantifiable outputs were carried over from the biennium 2010-2011. Furthermore, 2,550 outputs were added by legislative decisions and 1,027 outputs were added at the initiative of the Secretariat, resulting in a total of 33,696 quantifiable outputs. The rate of implementation of those outputs is shown in table 1 (those budget sections that have only non-quantifiable outputs are not shown in the table).

A. Implementation rates

68. Of the 33,696 quantifiable outputs that were either mandated or that were added by the Secretariat, 30,867 were implemented, including 304 outputs that were completed after reformulation.[1] A total of 413 outputs were postponed to the next biennium and 2,416 outputs were terminated. Postponements and terminations occurred either by legislative decision or at the discretion of programme managers (in accordance with ST/SGB/2000/8, rule 106.2 (b)).

69. The output implementation rate has been calculated in three different ways. The first calculation (I_M) shows the percentage of all mandated outputs (those initially programmed, plus those carried over, plus those added by legislation) that were implemented. It is the rate of implementation of mandated outputs only and does not include outputs implemented at the initiative of the Secretariat. The second calculation (I_T) shows the implementation rate of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. Finally, the third formula ($I_{T/P}$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the 2012-2013 budget, expressed as a percentage. The last calculation shows how

[1] An output is considered to be reformulated when its description, as cited in the programme budget, has been modified but it continues to address the subject matter of the originally programmed output.

much was delivered by a particular programme compared with what was programmed at the outset of the biennium. The reasoning behind the calculation of $I_{T,P}$ is that while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources. This implementation rate, therefore, reflects the volume of work carried out by the various United Nations entities. The data in the "number of outputs" column in table 1 shows the sum of quantifiable outputs that were initially programmed, carried over and added by either legislation or the Secretariat.

Table 1
Implementation rates[a]

Budget section		*Number of outputs*[b]	*Implementation rates (percentage)*[c]		
			I_M	I_T	$I_{T,P}$
2.	General Assembly and Economic and Social Council affairs and conference management	2 083	89	89	89
3.	Political affairs	1 329	89	90	99
4.	Disarmament	1 889	79	79	94
5.	Peacekeeping operations	402	95	95	114
6.	Peaceful uses of outer space	299	98	98	100
8.	Legal affairs	1 796	89	89	100
9.	Economic and social affairs	3 212	96	96	103
10.	Least developed countries, landlocked developing countries and small island developing States	252	95	95	123
11.	United Nations support for the New Partnership for Africa's Development	125	100	100	117
12.	Trade and development	1 726	93	94	115
13.	International Trade Centre	532	97	97	101
14.	Environment	200	97	98	111
15.	Human settlements	890	87	88	98
16.	International drug control, crime and terrorism prevention and criminal justice	1 526	83	84	92
17.	UN-Women	238	93	93	100
18.	Economic and social development in Africa	522	97	97	99
19.	Economic and social development in Asia and the Pacific	483	99	99	109
20.	Economic development in Europe	3 350	91	92	106
21.	Economic and social development in Latin America and the Caribbean	560	96	97	106
22.	Economic and social development in Western Asia	457	98	98	115
24.	Human rights	7 985	90	90	114
25.	International protection, durable solutions and assistance to refugees	340	100	100	100
27.	Humanitarian assistance	332	98	98	105
28.	Public information	224	77	77	77

Budget section	Number of outputs[b]	Implementation rates (percentage)[c]		
		I_M	I_T	$I_{T/P}$
29A. Office of the Under-Secretary-General for Management	866	100	100	107
29B. Office of Programme Planning, Budget and Accounts	1 511	99	99	102
29C. Office of Human Resources Management	302	97	97	97
29E. Administration, Geneva	29	100	100	161
31. Internal oversight	95	99	99	136
35. Safety and security	141	70	70	71
Total	**33 696**	**91**	**92**	**104**

[a] Quantifiable outputs only.

[b] Includes all mandated and discretionary outputs.

[c] I_M — implementation rate of all mandated outputs (programmed plus carried over plus added by legislation) [(implemented + reformulated) - (additional outputs initiated by secretariat) / (programmed + carried over + added by legislation)]
I_T — implementation rate of all mandated outputs plus additional outputs initiated by programme managers [(implemented + reformulated) / (programmed + carried over + added by legislation + additional outputs initiated by secretariat)]
$I_{T/P}$ — ratio of all implemented outputs to outputs programmed in 2010-2011 budget (i.e. those for which resources were approved) [(implemented + reformulated) / programmed]

70. Programmes achieved an implementation rate of 91 per cent for mandated outputs (I_M) in the biennium 2012-2013, which is one percentage point higher than in 2010-2011. The total implementation rate (I_T) in 2012-2013 was 92 per cent, compared with 90 per cent in 2010-2011. Of the 30 budget sections listed in table 1, 22 achieved an implementation rate of 90 per cent or higher for the mandated outputs and 5 had implementation rates of between 80 and 89 per cent. Only three budget sections had implementation rates for mandated outputs lower than 80 per cent, namely: disarmament (79 per cent), public information (77 per cent) and safety and security (70 per cent).

71. As noted, budget section 4, Disarmament, had an implementation rate of 79 per cent, which was an improvement over the implementation rate of 70 per cent in the previous biennium. A total of 391 outputs, accounting for 24 per cent of its programmed quantifiable outputs, were terminated. The termination of these outputs was mainly the result of a lack of agreement on a substantive programme of work in the Conference on Disarmament and the inability to identify a Chair designate. In addition, in some instances States parties to the Oslo Convention on Cluster Munitions, the Biological Weapons Convention and the Convention on Certain Conventional Weapons had either curtailed the number of meeting days or the number of documentation required for meetings, which also affected the rate at which outputs were terminated. A shortage of extrabudgetary resources contributed to the termination of outputs under the programme.

72. During the biennium 2012-2013, section 28, Public information, had an implementation rate of 77 per cent, compared with 94 per cent in 2010-2011. The low implementation rate is attributed to the termination of 50 outputs, accounting for 23 per cent of the programmed quantifiable outputs of the Department of Public

Information. Forty-seven of those outputs were terminated owing to the streamlining of publishing operations in respect of *Development Business*, a procurement publication. In line with the Secretary-General's paperless initiative, the Department published the last bi-monthly print issue of the publication at the end of 2011 and converted it to an online-only edition during the biennium, which resulted in a reduction in outputs from 48 to 1. The remaining 3 outputs were terminated because of a lack of funding, because no Member State offered to host and finance Department of Public Information/non-governmental organizations conferences in 2012 and 2013, as a result of which the conferences did not take place, and because of cybersecurity concerns related to the maintenance of certain statistical databases on the server.

73. During the biennium 2012-2013, section 35, Safety and security, had an implementation rate of 70 per cent, compared with 75 per cent in 2010-2011. A total of 40 outputs were terminated during the biennium, accounting for 29 per cent of the programmed quantifiable outputs of the Department of Safety and Security. Of the planned compliance missions, 20 were not implemented owing to operational priorities and the security situation on the ground; 19 outputs related to the substantive servicing of meetings and parliamentary documentation were terminated because the amount of support and documents provided by the Department was sufficient to fulfil the requirements of legislative bodies; and 1 output related to the integration of human resources data was terminated in anticipation of the implementation of Umoja.

74. As explained above, the indicator ($I_{T/P}$) is the ratio of all implemented outputs to the outputs initially programmed. It reflects the resourcefulness and ability of departments and offices to cope with unforeseen circumstances, as well as difficulties and uncertainties in attempting to plan output delivery with a reliable degree of precision two to three years in advance. Emerging issues and changing priorities may require departments or offices to respond by delivering additional outputs. The Secretariat-wide average implementation rate ($I_{T/P}$) was 104 per cent, with 14 budget sections at or above that level and 16 below it. This indicates the continuous ability and flexibility of programme managers to consistently respond to unexpected programmatic demands and support the achievement of higher programme delivery results.

B. Additional outputs

75. In the course of the biennium, 3,577 outputs added to the programme of work, either by intergovernmental bodies or by the Secretariat, were implemented. Total additions represented 12 per cent of the programmed outputs in 2012-2013, against 12 per cent in 2010-2011 and 18 per cent in 2008-2009. The data for additional outputs, by budget section, are presented in table 2.

Table 2
Additional outputs

Budget section	*Total added*	*Reason for addition*				
		Legislation	*Secretariat*			
			Total	*Programmatic*	*Availability of extrabudgetary funds*	*Additional outputs (percentage)*[a]
3. Political affairs	104	1	103	96	7	8
4. Disarmament	254	242	12	8	4	16
5. Peacekeeping operations	68	66	2	2	–	20
6. Peaceful uses of outer space	6	2	4	4	–	2
8. Legal affairs	172	132	40	40	–	11
9. Economic and social affairs	164	148	16	16	–	5
10. Least developed countries, landlocked developing countries and small island developing States	57	56	1	1	–	29
11. United Nations support for the New Partnership for Africa's Development	14	–	14	14	–	13
12. Trade and development	238	19	219	197	22	16
14. Environment	16	4	12	9	3	9
15. Human settlements	55	–	55	46	9	7
16. International drug control, crime and terrorism prevention and criminal justice	127	38	89	81	8	9
18. Economic and social development in Africa	7	2	5	1	4	1
19. Economic and social development in Asia and the Pacific	27	21	6	6	0	6
20. Economic development in Europe	390	363	27	18	9	13
21. Economic and social development in Latin America and the Caribbean	34	2	32	30	2	6
22. Economic and social development in Western Asia	65	21	44	43	1	17
24. Human rights	1 618	1 325	293	293	–	25
27. Humanitarian assistance	22	–	22	22	–	7
29A. Office of the Under-Secretary-General for Management	57	57	0	0	–	7
29B. Office of Programme Planning, Budget and Accounts	45	25	20	20	–	3
29E. Administration, Geneva	11	–	11	11	–	61
31. Internal oversight	26	26	–	–	–	38
Total	**3 577**	**2 550**	**1 027**	**958**	**69**	**12**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for additions

76. During the biennium 2012-2013, 71 per cent of the total additions were required by intergovernmental bodies. The remaining 29 per cent were initiated by the Secretariat: 2 per cent were explained by the availability of extrabudgetary funds to the programmes and 27 per cent of the additions were made at the initiative of the Secretariat as a result of unique circumstances faced by the programmes. For example, OHCHR added 293 discretionary outputs, most of which fell under the category of parliamentary documentation for the submission of reports of non-governmental organizations (with no specific mandate) to the Human Rights Council. The reports were processed by OHCHR pursuant to Economic and Social Council resolution 1996/31. UNCTAD implemented 219 additional outputs at the discretion of the Secretariat, many of which were added because of the relevance of programme research and analysis in the light of the continued effects of the global crises, and also owing to the availability of extrabudgetary funds, which enabled delivery. During the biennium, UNCTAD was requested to disseminate policy messages through publications, fact-finding missions, briefings, seminars and other substantive activities, in addition to contributing to joint outputs with other United Nations system organizations. Additional meetings and reports were also delivered during the biennium in the context of the substantive servicing of the thirteenth session of UNCTAD, in 2012, and the implementation of its outcomes. The Department of Political Affairs added 103 discretionary outputs in response to additional requests for electoral assistance from Member States, engagement with new partners and increased demand for the Department's expertise, among other reasons. All additions and the reasons for making them are recorded and the data is available online.

C. Postponed outputs

77. Of the 33,696 total quantifiable outputs, 413 were postponed, marking a decline in the postponement rate compared with the previous biennium, from 1.4 per cent in 2010-2011 to 1.2 per cent in 2012-2013. The main reasons for the postponement of outputs, by budget section, are provided in table 3.

Table 3
Postponed outputs

Budget section	*Total postponed*	*Reason for postponement*				*Postponements (percentage)*[a]
		Legislation	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
3. Political affairs	22	–	22	–	–	–	2
4. Disarmament	1	–	–	–	1	–	–
8. Legal affairs	16	1	15	–	–	–	–
9. Economic and social affairs	34	4	30	–	–	–	1
10. Least developed countries, landlocked developing countries and small island developing States	1	–	–	1	–	–	–
12. Trade and development	51	2	47	–	1	1	3

Budget section	Total postponed	Reason for postponement					Postponements (percentage)[a]
		Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	
13. International Trade Centre	11	–	11	–	–	–	2
14. Environment	4	–	4	–	–	–	2
15. Human settlements	13	–	8	–	–	5	2
16. International drug control, crime and terrorism prevention and criminal justice	36	–	33	–	–	3	3
17. UN-Women	4	–	4	–	–	–	2
18. Economic and social development in Africa	14	–	8	5	–	1	3
19. Economic and social development in Asia and the Pacific	3	–	2	–	–	1	–
20. Economic development in Europe	79	24	48	7	–	–	3
21. Economic and social development in Latin America and the Caribbean	11	1	5	2	2	1	2
22. Economic and social development in Western Asia	7	–	4	1	–	2	2
24. Human rights	99	15	84	–	–	–	2
27. Humanitarian assistance	1	–	1	–	–	–	–
28. Public information	2	–	2	–	–	–	–
29B. Office of Programme Planning Budget and Accounts	2	2	–	–	–	–	–
35. Safety and security	2	–	2	–	–	–	1
Total	**413**	**49**	**330**	**16**	**4**	**14**	**1**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for postponed outputs

78. The postponements mostly concerned recurrent publications (21 per cent) and non-recurrent publications (25 per cent), which jointly accounted for 46 per cent of the postponed outputs. These publications could not be completed before the end of the biennium but will be ready for dissemination in the biennium 2014-2015. Another 22 per cent of the postponements are explained by parliamentary documents that were prepared towards the end of the biennium and the publication of which was delayed until the beginning of the following reporting cycle. The remaining 32 per cent of the postponements were the result of programmatic decisions such as the substantive servicing of meetings, including expert group meetings, being delayed to the next reporting period and delays in organizing fact-finding missions, special events and technical materials. All postponed outputs and the reasons for their postponement are recorded and the data is available online.

D. Terminated outputs

79. Of the 30,119 total programmed and carried-forward quantifiable outputs, 2,416 (about 8 per cent) were terminated in 2012-2013, compared with 2,638 (9 per cent) in 2010-2011 and 2,773 (10 per cent) in 2008-2009. The main reasons for the terminations, by budget section, are provided in table 4.

Table 4
Terminated outputs

Budget section	*Total terminated*	*Reason for termination*					*Terminated outputs (percentage)*[a]
		Legislation	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
2. General Assembly and Economic and Social Council affairs and conference management	220	102	118	–	–	–	11
3. Political affairs	113	71	42	–	–	–	9
4. Disarmament	391	251	139	–	–	1	24
5. Peacekeeping operations	21	–	21	–	–	–	6
6. Peaceful uses of outer space	5	–	5	–	–	–	2
8. Legal affairs	176	165	11	–	–	–	11
9. Economic and social affairs	88	19	69	–	–	–	3
10. Least developed countries, landlocked developing countries and small island developing States	12	6	–	3	1	2	6
12. Trade and development	55	6	39	6	1	3	4
13. International Trade Centre	5	–	5	–	–	–	–
14. Environment	1	–	1	–	–	–	–
15. Human settlements	98	34	11	–	–	53	12
16. International drug control, crime and terrorism prevention and criminal justice	213	13	194	–	–	6	15
17. UN-Women	13	–	13	–	–	–	5
18. Economic and social development in Africa	2	–	2	–	–	–	–
19. Economic and social development in Asia and the Pacific	2	–	2	–	–	–	–
20. Economic development in Europe	204	84	106	11	–	3	7
21. Economic and social development in Latin America and the Caribbean	8	–	4	–	–	4	2
22. Economic and social development in Western Asia	3	2	1	–	–	–	–

Budget section	Total terminated	Reason for termination					Terminated outputs (percentage)[a]
		Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	
24. Human rights	663	22	641	–	–	–	10
27. Humanitarian assistance	5	–	5	–	–	–	2
28. Public information	50	–	50	–	–	–	22
29A. Office of the Under-Secretary-General for Management	1	–	1	–	–	–	–
28B. Office of Programme Planning, Budget and Accounts	16	15	1	–	–	–	1
29C. Office of Human Resources Management	10	7	3	–	–	–	3
31. Internal oversight	1	–	1	–	–	–	1
35. Safety and security	40	–	40	–	–	–	28
Total	**2 416**	**797**	**1 525**	**20**	**2**	**72**	**8**

[a] As percentage of total programmed and carried-forward quantifiable outputs.

Reasons for terminated outputs

80. Legislative decisions accounted for more than 33 per cent of the terminated outputs. The terminations resulted from fewer requests for the substantive servicing of meetings and for documents by legislative bodies. The discretionary termination of outputs made by programmes accounted for over 63 per cent of the total. A shortage of extrabudgetary funds accounted for 3 per cent of terminated outputs and vacancies in the Secretariat for less than 1 per cent of such terminations. Reasons for discretionary terminations included the cancellation of expert group meetings, the availability of publications and technical materials through website updates and the cancellation of inter-agency meetings and related documentation requirements. All terminated outputs and the reasons for their termination are recorded and the data is available online.

E. Outputs carried over

81. Table 5 shows the status of implementation of 477 outputs that were programmed in 2010-2011 and then postponed for implementation in 2012-2013. Of those 477 outputs, 77 per cent (367) were implemented, 8 per cent (38) were postponed again and 15 per cent (72) were terminated.

Table 5
Status of outputs carried over

Budget section	*Carried forward from 2010-2011*	*Status of implementation*		
		Implemented	*Postponed to 2014-2015*	*Terminated*
3. Political affairs	24	20	3	1
4. Disarmament	34	29	–	5
8. Legal affairs	22	18	2	2
9. Economic and social affairs	45	39	5	1
11. United Nations support for the New Partnership for Africa's Development	4	4	–	–
12. Trade and development	75	48	10	17
13. International Trade Centre	20	18	–	2
14. Environment	8	8	–	–
15. Human settlements	42	27	–	15
16. International drug control, crime and terrorism prevention and criminal justice	16	10	3	3
17. UN-Women	17	15	1	1
18. Economic and social development in Africa	6	6	–	–
19. Economic and social development in Asia and the Pacific	19	18	–	1
20. Economic development in Europe	70	43	7	20
21. Economic and social development in Latin America and the Caribbean	14	14	–	–
22. Economic and social development in Western Asia	4	4	–	–
24. Human rights	52	43	7	2
28. Public information	2	2	–	–
29C. Office of Human Resources Management	2	–	–	2
35. Safety and security	1	1	–	–
Total	**477**	**367**	**38**	**72**

F. Technical cooperation delivery

82. A total of 7,720 technical cooperation outputs were delivered by the Secretariat. In the output structure of the budget process, technical cooperation outputs comprise four categories: (a) advisory services; (b) training courses, seminars and workshops; (c) fellowships and grants; and (d) field projects. These are considered non-quantifiable outputs; their number could not be established precisely at the beginning of the biennium as they are delivered at the request of Governments or as and when funding becomes available. Since it was not possible to establish a base number to compare the actual implementation, it is not possible

to calculate the implementation rates. The estimated number of technical cooperation outputs implemented is provided in table 6.

Table 6
Summary of technical cooperation outputs delivered in 2012-2013

Budget section		Total outputs	Advisory services		Training		Projects implemented	Fellowships and grants	
			Number of services	Number of missions	Number of courses	Number of participants		Number awarded	Number of recipients
3.	Political affairs	78	21	35	18	228	38	–	–
4.	Disarmament	44	6	6	17	620	16	–	–
5.	Peacekeeping operations	3	–	–	–	–	3	–	–
6.	Peaceful uses of outer space	46	22	17	18	1 632	–	15	22
8.	Legal affairs	103	42	34	25	1 123	1	22	22
9.	Economic and social affairs	181	70	108	65	2 713	25	21	98
11.	United Nations support for the New Partnership for Africa's Development	20	18	19	1	43	1	–	–
12.	Trade and development	972	325	369	412	20 305	193	4	4
13.	International Trade Centre	2 785	1 900	1 900	724	23 881	161	–	–
14.	Environment	381	266	415	57	903 688	43	–	–
15.	Human settlements	684	258	256	146	9 786	256	–	–
16.	International drug control, crime and terrorism prevention and criminal justice	381	168	245	271	8 598	64	–	–
17.	UN-Women	256	255	164	2	31	5	–	–
18.	Economic and social development in Africa	240	59	64	92	3 689	39	29	32
19.	Economic and social development in Asia and the Pacific	89	–	–	20	4 222	67	–	–
20.	Economic development in Europe	234	68	110	138	8 635	13	–	–
21.	Economic and social development in Latin America and the Caribbean	165	96	610	67	3 934	30	–	–
22.	Economic and social development in Western Asia	89	32	37	20	545	38	–	–
24.	Human rights	381	96	108	133	4 098	23	38	103
25.	International protection, durable solutions and assistance to refugees	36	4	10	18	9 157	14	–	–
26.	Palestine refugees	30	–	–	–	–	19	–	–
27.	Humanitarian assistance	48	29	8	37	2 595	5	–	–
28.	Public information	15	16	8	496	4 463	–	–	–
29A.	Office of the Under-Secretary-General for Management	66	–	–	66	1 191	–	–	–
29B.	Office of Programme Planning, Budget and / .. unts	32	2	–	29	5 313	–	–	–
29D.	Office of Central Support Services	50	–	–	55	5 604	–	–	–

Budget section	Total outputs	Advisory services: Number of services	Advisory services: Number of missions	Training: Number of courses	Training: Number of participants	Projects implemented	Fellowships and grants: Number awarded	Fellowships and grants: Number of recipients
29.F Administration, Vienna	1	–	–	1	13	–	–	–
35. Safety and security	310	–	–	1 314	202 952	–	–	–
Subtotal (missions, participants, and recipients)			**4 523**		**1 229 259**			**281**
Total	**7 720**	**3 753**		**4 242**		**1 054**	**129**	

83. In addition, 1,738 outputs were delivered under the conference services, administration and oversight category, which includes services and outputs related to overall administration and management, central support services and planning, budgeting and accounts.

G. Resource utilization

84. Since it was not possible to incorporate financial performance information into the programme performance report, a proxy measure for resource utilization — work-months of staff in the Professional category — was used to provide an estimate of resources utilized during the biennium to deliver the outputs and achieve the expected results. Work-months of staff in the Professional category are deemed to be a reasonably meaningful indicator because they are one of the main components of resource use.

85. A total of 142,502 work-months (including consultant work-months) were utilized by the Organization to deliver the 2012-2013 outputs and achieve the envisaged results. Of that total, 88,080 work-months (62 per cent) were funded through the regular budget, while 54,421 work-months (38 per cent) were financed with extrabudgetary resources. Of the regular budget work-months, 97 per cent were attributed to staff in the Professional category and 3 per cent to consultants. In the case of extrabudgetary resources, 86 per cent were used for staff in the Professional category and 14 per cent for consultants. Altogether, staff in the Professional category accounted for 93 per cent of the total work-months and consultants for only 7 per cent. The use of consultant work-months was the same as in the previous biennium.

86. Table 7 presents the total number of work-months utilized, by budget section, along with the percentage of work-months utilized to produce quantifiable outputs.

Table 7
Work-months

Section	Regular		Extrabudgetary		Grand total	Q[a]
	Professional	Consultant	Professional	Consultant		
2. General Assembly and Economic and Social Council affairs and conference management	25 808	17	564	164	26 554	3
3. Political affairs	3 848	48	683	22	4 602	91
4. Disarmament	341	3	162	17	523	91
5. Peacekeeping operations	733	9	7 766	33	8 541	75
6. Peaceful uses of outer space	430	–	125	–	554	63
8. Legal affairs	1 801	4	608	12	2 424	58
9. Economic and social affairs	5 692	253	256	130	6 330	87
10. Least developed countries, landlocked developing countries and small island developing States	219	50	13	6	287	99
11. United Nations support for the New Partnership for Africa's Development	390	7	–	–	397	100
12. Trade and development	3 734	124	1 064	494	5 416	59
13. International Trade Centre	1 194	–	1 181	1 246	3 621	32
14. Environment	464	22	1 267	993	2 747	57
15. Human settlements	779	144	1 214	703	2 839	55
16. International drug control, crime and terrorism prevention and criminal justice	2 035	41	1 887	238	4 201	61
17. UN-Women	143	–	342	1	486	69
18. Economic and social development in Africa	1 697	90	103	276	2 166	78
19. Economic and social development in Asia and the Pacific	1 969	114	356	448	2 888	54
20. Economic development in Europe	2 350	77	467	310	3 203	82
21. Economic and social development in Latin America and the Caribbean	2 899	238	199	1 021	4 356	63
22. Economic and social development in Western Asia	1 047	142	19	32	1 241	77
24. Human rights	2 694	–	1 621	–	4 315	90
25. International protection, durable solutions and assistance to refugees	2 883	63	15 770	806	19 522	8
26. Palestine refugees[b]	3 192	–	2 352	–	5 544	–
27. Humanitarian assistance	289	9	1 116	151	1 565	89
28. Public information	8 550	62	128	12	8 751	96
29A. Office of the Under-Secretary-General for Management	373	–	1 052	–	1 425	9
29B. Office of Programme Planning, Budget and Accounts	683	–	2 036	–	2 719	28

Section	Regular		Extrabudgetary		Grand total	Q[a]
	Professional	Consultant	Professional	Consultant		
29C. Office of Human Resources Management	1 375	531	466	69	2 441	11
29D. Office of Central Support Services	870	4	1 343	48	2 264	–
29E. Administration, Geneva	1 582	1	767	9	2 359	7
29F. Administration, Vienna	480	–	240	–	720	–
29G. Administration, Nairobi	907	–	145	–	1 051	–
30. Office of Information and Communications Technology	1 202	532	52	193	1 979	–
31. Internal oversight	845	114	1 531	12	2 501	5
35. Safety and security	1 883	5	85	–	1 972	18
Total	**85 380**	**2 700**	**46 976**	**7 445**	**142 502**	**40**

[a] Q represents the percentage of work-months devoted to quantifiable outputs.

[b] Palestine refugees (section 26) uses 30,000 local area staff (i.e. doctors, nurses, teachers, relief workers, etc.) paid from voluntary contributions who are considered neither Professional staff nor consultants, which is why their work-months are not accounted for in the calculations presented in tables 7 and 8.

87. Of the total number of work-months (142,502), 13 per cent (18,807 work-months) were utilized in the servicing of intergovernmental and expert bodies and 27 per cent (37,939 work-months) were used to complete substantive activities. A total of 40 per cent of work-months were devoted to the production of quantifiable outputs (quantifiable outputs are listed under the first two major output categories (six subcategories) in table 8 below). Furthermore, 60 per cent of the total work-months were used in the delivery of the technical cooperation outputs and conference services. Table 8 provides the distribution of work-months, by major category of activity, for the biennium 2012-2013.

Table 8

Distribution of work-months of staff in the Professional category utilized, by category of outputs

Output category	Regular budget	Percentage	Extrabudgetary	Percentage	Grand total	Percentage
Servicing of intergovernmental and expert bodies	**14 624**	**17**	**4 183**	**8**	**18 807**	**13**
Substantive servicing of meetings	6 238	7	1 553	3	7 790	5
Parliamentary documentation	6 008	7	2 105	4	8 113	6
Expert groups, rapporteurs, depository services	2 378	3	526	0	2 904	2
Other substantive activities	**24 924**	**28**	**13 014**	**24**	**37 939**	**27**
Recurrent publications	4 249	5	684	1	4 934	3
Non-recurrent publications	2 806	3	1 699	3	4 506	3
Other substantive activities	17 869	20	10 631	20	28 499	20

Output category	*Regular budget*	*Percentage*	*Extrabudgetary*	*Percentage*	*Grand total*	*Percentage*
Technical cooperation	**12 282**	**14**	**27 043**	**50**	**39 325**	**28**
Advisory services	2 439	3	2 207	4	4 646	3
Training courses, seminars and workshops	2 714	3	3 715	7	6 428	5
Fellowships and grants	45	0	43	0	87	0
Field projects	7 084	8	21 079	39	28 164	20
Conference services, administration, oversight	**36 250**	**41**	**10 181**	**19**	**46 431**	33
Conference services, administration, oversight	36 250	41	10 181	19	46 431	33
Total	**88 080**	**100**	**54 421**	**100**	**142 502**	**100**

H. Gender mainstreaming

88. As in the previous biennium, the programme budget for 2012-2013 was prepared bearing in mind the objective of making certain that awareness of gender perspectives is translated into actual activities to be implemented at the operational level (see General Assembly resolution 56/132). Consequently, programme managers were to give visible attention to gender dimensions in the formulation of expected accomplishments and indicators of achievement as part of their work programmes.

89. UN-Women worked with and through the Inter-Agency Network on Women and Gender Equality to promote system-wide gender mainstreaming. UN-Women contributed significantly to supporting the Economic and Social Council in promoting and monitoring the progress of work on gender mainstreaming throughout the United Nations system by preparing annual resolutions on the topic and contributing to the preparation of the quadrennial comprehensive policy review, annual ministerial reviews and development cooperation forums.

90. An international expert group of gender specialists of the United Nations system came together to discuss gender mainstreaming in development programming at a meeting organized by UN-Women. The meeting resulted in the issuance of a global issues brief directed at Member States and entities of the United Nations system aimed at strengthening linkages between normative and operational aspects of gender mainstreaming.

91. As mentioned in paragraph 24 above, the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women was adopted at a meeting of the United Nations System Chief Executives Board for Coordination in April 2012. The Action Plan is to be implemented throughout the United Nations system. For the first time, the Organization will have a set of common indicators to measure progress in its gender-related work, including in mainstreaming the gender perspective into all its operations. UN-Women led the reporting process pertaining to the Action Plan and used information contained in reports submitted by 55 entities of the United Nations to create the first systematic baseline of data on the Organization's work on gender equality and the empowerment of women.

UN-Women also prepared guidance for developing gender equality policies that are in line with the Action Plan, anticipating that most United Nations entities would have developed such policies by 2017.

92. At the country level, UN-Women supported the work of national partners and United Nations country teams through the provision of technical expertise, including on gender mainstreaming, in approximately 80 countries. UN-Women supported efforts to increase women's leadership and participation in decision-making, to increase the economic empowerment of women, to prevent violence against women and girls, to increase women's leadership in peace, security and humanitarian responses and to support national planning and budgeting processes with a view to promoting stronger institutional accountability with regard to gender equality commitments.

93. A total of 4,459 training courses, seminars and workshops were conducted by the Secretariat, in which 43 per cent of participants were women. This figure represents an increase in female participation of seven percentage points over the previous biennium, when 36 per cent of participants were women. Table 9 below provides the total number of female and male beneficiaries of training courses, seminars, workshops and fellowships, as well as the percentages of women benefiting from them, by budget section.

Table 9
Male and female beneficiaries of training courses, seminars, workshops and fellowships

Budget section		*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
			Total female	*Total male*	
3.	Political affairs	23	76	298	20
4.	Disarmament	64	1 187	3 009	28
5.	Peacekeeping operations	3	225	997	18
6.	Peaceful uses of outer space	28	356	1 508	19
8.	Legal affairs	26	467	728	39
9.	Economic and social affairs	71	1 114	1 977	36
11.	United Nations support for the New Partnership for Africa's Development	20	492	1 623	23
12.	Trade and development	480	8 434	13 989	38
13.	International Trade Centre	724	9 983	13 898	42
14.	Environment	57	401 288	502 400	44
15.	Human settlements	146	3 751	6 035	38
16.	International drug control, crime and terrorism prevention and criminal justice	271	1 830	6 768	21
17.	UN-Women	2	30	1	97
18.	Economic and social development in Africa	92	966	2 755	26
19.	Economic and social development in Asia and the Pacific	20	1 249	2 973	30
20.	Economic development in Europe	151	3 263	5 958	35

Budget section		Training courses, seminars and workshops	Total participants		Percentage female
			Total female	Total male	
21.	Economic and social development in Latin America and the Caribbean	67	1 834	2 100	47
22.	Economic and social development in Western Asia	20	236	309	43
24.	Human rights	162	2 725	3 048	47
25.	International protection, durable solutions and assistance to refugees	34	4 308	6 847	39
27.	Humanitarian assistance	37	303	2 292	12
28.	Public information	496	2 239	2 224	50
29A.	Office of the Under-Secretary-General for Management	66	494	697	41
29B.	Office of Programme Planning, Budget and Accounts	29	4 340	973	82
29D.	Office of Central Support Services	55	1 439	4 165	26
29F.	Administration, Vienna	1	7	6	54
35.	Safety and security	1 314	82 932	120 020	41
	Total	**4 459**	**535 568**	**707 598**	**43**

I. Final statement on the delivery of outputs and resource utilization

94. Programmes achieved an implementation rate of 91 per cent for mandated outputs (I_M) in 2012-2013, which is one percentage point higher than the rate achieved in 2010-2011. The total implementation rate (I_T) increased to 92 per cent from 90 per cent in the previous biennium. Those outputs were delivered using a total of 142,502 work-months (including consultant work-months), of which 62 per cent were financed through the regular budget and 38 per cent through extrabudgetary resources.

IV. Programme performance by section of the programme budget

Section 2
General Assembly and Economic and Social Council affairs and conference management

Highlights of programme results

The Department for General Assembly and Conference Management continued to focus on the full implementation of its mandates in the four headquarters locations and on fostering closer integration between them. The goal has been to ensure the highest quality, timeliness and cost-effectiveness of conference services, particularly through improved global workload forecasting and planning, workload-sharing, optimized workflows, the introduction of sustainable practices in conference servicing (including paper-smart services), the proactive management of publications and the contracting out of an increased share of the translation work.

The Department continued to facilitate the efficient and effective servicing of the intergovernmental bodies by leveraging technology to achieve efficiency and quality gains, as well as to improve environmental sustainability and accessibility. Paper-smart services were provided at over 800 meetings, including the United Nations Conference on Sustainable Development and the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, thereby saving at least 11 million sheets of paper, or 1,400 trees. Print output in New York alone has dropped by nearly 92 per cent since 2003, from over 480 million page impressions per year to an estimated 44 million.

The above-mentioned strategic approaches contributed to the full delivery of mandated outputs despite decreased resources.

Challenges and lessons learned

Despite positive developments in the delivery of mandated services at the four duty stations, insufficient pools of qualified language professionals available for contractual work and, in some cases, the inadequate availability of technology for all languages have limited the potential benefits of integrated global conference management.

Resource constraints affected the ability of the Department to accommodate ad hoc requests, for example for meetings with interpretation on an if available basis, or to process documents that had not been forecast. Non-compliance by the authors of parliamentary documentation with established word limits also put a strain on the Department's resources. Lack of compliance by author departments with submission slotting dates, leading to a short turnaround time, and with editorial standards for submitted manuscripts remained a challenge. Priority was given to clearly mandated services, especially in the area of publications.

Output implementation rate

95. The above-cited results are based on the implementation of 89 per cent of 2,083 mandated, quantifiable outputs.

96. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 2)).

Executive direction and management

(a) Programme of work is effectively managed

97. During the biennium 2012-2013, the Department implemented 89 per cent of the 2,083 mandated, quantifiable outputs, utilizing its own tools for documents and meetings management. A fourfold increase was recorded in translation workload-sharing across duty stations. An increased number of requests for interpretation services for meetings of bodies entitled to meet "as required" were accommodated. An 18-month examination schedule was introduced to meet the staffing and succession planning needs in the language services. In total, 110 former interns and trainees passed a freelance test and are now eligible for temporary recruitment.

(b) Increased timeliness of submission of documentation

98. The Department used "timeliness of submission of documents" as an indicator to report on the compliance rate of author departments and monitored performance against it in all duty stations under subprogramme 2 using a slotting system. While challenges persisted, the Department continued to strengthen its collaboration with author departments, resulting in improved compliance in respect of the timeliness of submissions for the biennium. Every effort was made to ensure that external factors such as late document submission from author departments did not affect the timely issuance of documents for intergovernmental meetings.

Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs

(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings

99. The General Assembly and Economic and Social Council Affairs Division continued to maintain and improve web portals for the First, Second, Third and Fourth Committees. The posting of information on draft resolutions and a schedule of meetings on the website of the General Assembly and the creation of an eRoom to upload draft documents for Member States provided alternative ways of reaching out to clients and the general public.

100. The Division provided enhanced substantive and technical secretariat support to the Member States and other participants at mandated meetings by offering timely and procedurally correct advice. It continued to phase out fax communications and expanded the use of electronic means of communication with Member States. All documentation submitted by the Division is now processed only in electronic format.

(b) Improved timely preparation and submission of final reports for intergovernmental meetings serviced by the Department for General Assembly and Conference Management

101. The Division maintained 99 per cent compliance with the timely preparation and submission of final reports for intergovernmental meetings serviced by the Department.

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

102. The Department continued to encourage Member States and observers to provide feedback on the quality of conference services and submit written comments and complaints to the Department through global surveys, informational meetings and a suggestion box. Three complaints were received from respondents to surveys carried out in 2012 and one complaint was registered in 2013, all of which are being addressed by the Department.

(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

103. The Department achieved a capacity utilization rate of 100 per cent for translation services (1,386 translated words per person per day) and of 91.4 per cent for interpretation services (an average of 6.4 interpretation assignments per person per week) for all languages. The trend in 2012 shows less of a fluctuation in terms of workload statistics than in previous years. During week 33, in August, usually a slow month, the number of interpretation assignments per week increased to 4.89 (70 per cent utilization rate) in 2012, compared with 3.22 (46 per cent utilization rate) and 3.93 (56 per cent utilization rate) assignments per week in August 2011 and 2010, respectively.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

104. The Department made improvements in reducing the gap between the number of meetings held and the number of meetings planned and achieved a utilization rate of 99 per cent for meetings with interpretation and of 100 per cent for meetings without interpretation. The improvements were mainly attributed to continued strong coordination among planning officers, programme teams and technical secretariats to determine accurate conference service requirements and to an increase in the volume of meetings requested by the "as required" bodies and regional groups and other major groupings of Member States requiring interpretation services.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies

105. The Department nearly met the target of 100 per cent compliance in the area of timely document submission and adherence to page limitations. Forty-five documents still missed the issuance deadlines, mainly owing to inadequate processing capacity during peak periods.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

106. The Department continued to strive to satisfy requests for interpretation services for meetings of regional and other major groupings of Member States. The percentage of meetings with interpretation services stood at 95 per cent in 2012-2013, compared with 94 per cent in 2010-2011. All meetings of the same groupings that did not request interpretation services continued to receive adequate conference facilities (100 per cent rate).

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

107. During the reporting period, 18 informational meetings were held with delegations to discuss traditional and innovative ways of maintaining and enhancing the quality of language services. Such a forum provided an opportunity for the Department to explain to its clients the challenges and dependencies it faces in providing high-quality language services in a timely, cost-effective and efficient manner. Member States expressed general satisfaction with the language and conference services received. They also suggested closer coordination between missions and relevant language services on issues of terminology to improve quality further.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

108. Full editing and translation capacity was utilized for the delivery of core outputs during the reporting period. A total of 212,415,890 words were translated, of which 27.3 per cent were translated by contractors. An adequate quality of the work done by contractors was maintained by individual services. The terminology database continued to be improved and developed.

(c) Timely submission of the documentation needed for meetings

109. Despite limited capacity and competing processing priorities during the peak seasons, the Department made diligent efforts to improve compliance in terms of the timely submission of documents. As a result, compared with the previous biennium,

in 2012-2013 more documents were made available at least six weeks before the beginning of meetings.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

110. Continuous dialogue with Member States on the quality and timeliness of translated documents proved to be an effective way to assess areas for improvement. Member States expressed near unanimous satisfaction with the performance of translation and related services during both informational meetings held during the biennium and in the annual client satisfaction survey. Occasional translation errors were discussed with the respective units and additional quality control measures were taken.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, verbatim reporting, text-processing and publishing services

111. The Department encouraged Member States and observers to provide feedback on the quality of interpretation, verbatim reporting and publishing services. Three complaints were received from respondents to the global survey conducted by the Department. To provide equal treatment to all United Nations languages and also address the feedback provided by Member States, a language-neutral landing page was designed to access the paper-smart portal.

(b) Increased cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services

112. The Interpretation Service achieved a utilization rate of 99 per cent. The Verbatim Reporting Service achieved efficiency gains in 2013 by reaching close to eight standard pages per day, on average, per verbatim reporter. The achievement was attributed to a new workflow system, WoodWing, which automated the workflow management and work-sharing processes. The Desktop Publishing Group was established, contributing to the timely production of verbatim records of the General Assembly and the Security Council in the six official languages. The Publishing Section produced significantly fewer hard copies (100 million page impressions) during the reporting period compared with 600 million in 2008-2009. The paper-smart business model launched at Headquarters was applied to the servicing of nearly 800 official United Nations meetings, including the main part of the sixty-eighth session of the General Assembly, during which users from 181 capitals accessed the portal.

Conference management, Geneva

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

113. The Division continued to successfully improve the quality of the conference services it provides. Analysis of the two official global surveys conducted during the biennium showed that overall clients were satisfied with the quality of the services

provided by the Division of Conference Management at the United Nations Office at Geneva. Over 98 per cent of respondents rated the services positively and only one complaint was registered during the biennium. The Division also administered 12 internal, meeting-specific surveys and received 248 responses, 213 (86 per cent) of which indicated satisfaction with the services provided.

(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

114. The Division achieved full productivity in interpretation, fully servicing all meetings entitled to and requesting interpretation, while the capacity utilization rate stood at 81.4 per cent. Cancelled meetings on the part of mandated bodies and programme changes involving a mandated body not meeting as often as scheduled had a detrimental effect on the capacity utilization rate, given that interpretation work cannot be stored for later use. The translation services, meanwhile, produced on average above-standard daily norms and exceeded 100 per cent capacity utilization. At the end of the biennium, the rate of capacity utilization for the translation services was 111.5 per cent.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

115. During the biennium, the Division made great strides in increasing the utilization of meetings services by servicing over 95.4 per cent of meetings planned with interpretation and over 167 per cent of meetings planned without interpretation. These numbers are the fruits of successful continued coordination between the Meetings Management Section and the secretariats to address and service the expanding needs for meetings services, both with and without interpretation.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies

116. The Division continued to actively encourage clients to improve their rate of compliance with submission deadlines, as well as to improve, to the extent possible, the timely processing and issuance of documents to Member States, in accordance with the six-week rule (unless otherwise decided by the relevant decision-making bodies). Of 3,183 pre-session documents submitted to the Division, however, only 1,174 (36.9 per cent) met all the requirements. Nevertheless, all slotted documents submitted in a timely manner were issued before the start of the meeting. Despite improvements in terms of compliance with submission guidelines through proactive documents management, the rate of compliance for the issuance of documents consistently followed the same trend as for the processing of documents. The Division finds itself in the predicament of not being able to commit to timely processing because it lacks sufficient permanent capacity. Future improvements in the timely issuance of documents are dependent on resolving the significant challenges stemming from the increased documentation workload, a scarcity of resources and last-minute requests by author departments.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

117. The Division continued to provide sufficient conference services as requested by regional and other major groupings of Member States. During the biennium, there were 153 requests for meetings, of which 128 (83.7 per cent) were granted with the requested conference facilities. Another 22 requests were received for meetings with interpretation that were eventually held without interpretation.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

118. During the biennium, the Division continued to successfully provide high-quality documentation services. An analysis of the two official global surveys conducted during the biennium showed that 97.4 per cent of respondents were satisfied with the overall quality of the referencing, editing and translation of parliamentary documentation and other written materials at the United Nations Office at Geneva. There were five "poor" responses received, out of 195 responses. The Division also administered 12 internal surveys, which elicited 260 responses. Of those responses, 241 (93 per cent) indicated satisfaction with the services provided and the overall linguistic quality of conference documentation.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

119. The Division utilized the full editing and translation capacity available for delivering its core outputs during the reporting period. In its efforts to improve cost-effectiveness, particularly in the area of translation, the Division made use of both contractors and off-site translators where the specifics of the work permitted. In choosing a certain translation mode for a document, the Division aimed to balance cost, timeliness and quality. During the biennium, the proportion of translation work done by contractors stood at 21.3 per cent.

(c) Timely submission of the documentation needed for meetings

120. During the biennium, the overall rate of compliance with submission deadlines (i.e. 8 or 10 weeks before consideration or, exceptionally, in accordance with negotiated late-slotting parameters) stood at 86 per cent. That was a direct result of a proactive approach to documents management and planning efforts made by the Planning Subunit through the forecasting and slotting processes. In addition, by closely monitoring and following up on forthcoming submission dates, the Division continued to emphasize to substantive secretariats the need to monitor internal deadlines, thereby contributing to improvements in the submission compliance rate. All slotted documents submitted in a timely manner were issued before the start of the meeting.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

121. The Division engaged in an ongoing dialogue with Member States on the quality and timeliness of translated documents; there was unanimous client satisfaction with performance. No complaints were received during the biennium in relation to the quality and timeliness of translated documents.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, text-processing and publishing services

122. The Division continued to provide high-quality interpretation, text-processing and publishing services. An analysis of the two official global surveys conducted during the biennium showed 100 per cent satisfaction with the quality of interpretation and publishing services. The Division also administered 12 internal surveys, which elicited 251 responses (98 per cent) indicating support for the statement that the interpretation services at the conference they attended were useful.

(b) Increased cost-effectiveness of interpretation, text-processing and publishing services

123. During the biennium, the Division continued to provide cost-effective interpretation, text-processing and publishing services. As a result, full productivity in interpretation and full capacity utilization in text-processing and publishing services were achieved. While full productivity in interpretation, with all meetings serviced, was achieved, only 81.4 per cent capacity was utilized owing to meeting cancellations. The proportion of documents printed on demand reached 36.6 per cent. During the biennium and, in particular, during 2013, the Publishing Service produced significantly fewer hard-copy documents as part of a commitment by the United Nations Office at Geneva to reduce the consumption of paper and promote the delivery of documents by digital means.

Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

124. The Conference Management Service of the United Nations Office at Vienna continued to receive positive feedback from clients through online Department-wide client surveys and questionnaires distributed at the end of major sessions of the Vienna-based bodies. No complaints were submitted by Member States on the quality of conference services.

(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

125. All meetings requiring interpretation were serviced and an interpretation capacity utilization rate of 88 per cent was achieved. In respect of translation

services, a 100 per cent capacity utilization rate was achieved. Global management tools were being developed in order to optimize workload- and capacity-sharing throughout the year.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

126. During the biennium, high-level meetings services continued to be provided to meet the requirements of major conferences, working groups, regional group meetings and intersessional meetings. A total of 1,319 meetings with interpretation were held, compared with 1,309 in 2010-2011, and 6,284 meetings without interpretation were held in 2012-2013, compared with 5,233 in 2010-2011.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies

127. The slotting system was widely used in the course of the biennium. Owing to the frequency and schedule of meetings, it was not always possible for the secretariats of the intergovernmental bodies meeting in Vienna to comply with a slotting date 10 weeks before the start of a session. Alternative processing frameworks were set up in close cooperation with documentation focal points. The rate of compliance with the document submission requirements was 77 per cent, a result that continued to be affected by dependencies outside, or not entirely within, the control of the Conference Management Service.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

128. All requests for rooms, support staff and technical equipment were accommodated. In the light of the specific situation in Vienna, where there is only one enlarged team of interpreters whose capacity is utilized for intergovernmental and expert meetings, no interpretation was provided for meetings of regional and other major groupings of Member States.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

129. The Vienna terminology database was constantly being expanded in order to improve the consistency and quality of edited and translated documents. The full-scale use of e-referencing further contributed to that goal.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

130. Progress was made in decreasing the percentage of non-local freelance recruitment in translation to zero compared with 5 per cent in 2010-2011, as well as in increasing the proportion of translations done by contractors from the target of 32.5 per cent to 41.5 per cent. With the increased volume of contractual translation, the workload on in-house capacity to ensure quality control for outsourced jobs increased further.

(c) Timely submission of the documentation needed for meetings

131. Through close cooperation with submitting offices, ways to improve the timely submission of pre-session documents by author departments were identified. During the biennium, 77 per cent of the documents, an increase from 43 per cent in the previous biennium, were issued six weeks before the meeting or according to agreed time frames.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

132. The quality and timeliness of translated documents was monitored on a regular basis. Meeting participants surveyed by the United Nations Office at Vienna reported no complaints with the services provided by the Conference Management Services.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, text-processing and publishing services

133. Surveys carried out at the end of each major session of the Vienna-based bodies showed that clients were satisfied with the interpretation and support services provided.

(b) Increased cost-effectiveness of interpretation, text-processing and publishing services

134. The Office continued to provide interpretation, text-processing and publishing services. During the reporting period, the overall utilization rate for interpretation services was 88 per cent. All printing at the United Nations Office at Vienna was digital: where appropriate, alternate means of distribution were used, including USB sticks, CD-ROMs and websites. The Office achieved the target of printing 100 per cent of its products on demand.

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

135. The United Nations Office at Nairobi continued to receive positive feedback from clients through its client surveys, with the majority of respondents expressing general satisfaction with the quality of the conference services provided. Of the

respondents, 3 per cent complained about the quality of the services, in particular with regard to the distribution of documents in paper-smart meetings.

(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

136. The Office received a level of requests for meeting services during the biennium 2012-2013 that was comparable to the previous biennium, a fact that may be attributed to continuing client confidence in the Division of Conference Services. The overall number of meetings in 2012 decreased compared with 2011 owing to the renovation of the major conference areas. After the renovations were completed early in 2013, the number of meetings returned to pre-2012 levels, continuing the trend of the past few years. In 2013, the Division successfully serviced and managed the first universal session of the Governing Council of UNEP.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

137. Taking into account the closure of conference rooms for renovation, the Division serviced 63 per cent of meetings with interpretation and 103 per cent of meetings without interpretation, thereby reaching its planned target. Given the improved conference facilities available, it is expected that the Division will continue to receive more requests to service meetings.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies

138. The Division continued to work closely with substantive offices to make improvements in respect of the timely submission of documents to Member States. As a result, this figure did improve, from 1.5 per cent in the biennium 2010-2011 to 17 per cent in the biennium 2012-2013. All documents submitted within the 10-week rule and within the page limit were processed on time. The Office continued to hold information meetings with its clients to assist them with their planning and forecasting efforts and, therefore, to help them comply with the mandated timelines for the submission of documents.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

139. Conference and interpretation services were provided in all six meetings requested by regional and other major groupings of Member States. During the biennium, 774 requests for meetings without interpretation were received and granted.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

140. The United Nations Office at Nairobi continued to enhance the quality of translation and editing through a more efficient utilization of computer-assisted translation tools and an increased utilization of contractual translators. Surveys conducted by the Conference Management Service and direct consultations with representatives of Member States indicate that clients were satisfied with the quality of services received, including report writing, editing and translation.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

141. The Office recruited six persons, against posts that had been upgraded, to perform revision functions in each language unit. This should provide the capacity needed to control the quality of the translations done by contractors. The volume of documents processed contractually reached 56 per cent during the biennium. All core outputs were delivered by the translation and editorial services.

(c) Timely submission of the documentation needed for meetings

142. The Office successfully delivered on time all documents that were submitted within the mandated time frames and prescribed page limits.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

143. The Division received no complaints relating to the quality and timeliness of translated documents.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, text-processing and publishing services

144. The Office continued to hold information sessions with its major clients (UNEP and UN-Habitat). A majority of respondents surveyed in 2012 and 2013 indicated satisfaction with the quality of services provided. Where complaints were made, the Division took steps to address them.

(b) Increased cost-effectiveness of interpretation, text-processing and publishing services

145. The Office continued to provide interpretation, text-processing and publishing services. Nearly all the capacity in the interpretation and publishing services was utilized. The result achieved in interpretation services was attributed to an increase in workload-sharing with other departmental duty stations. The Office continued to fill vacancies in interpretation to improve capacity utilization and provide further training. The proportion of products printed on demand reached 70 per cent. All

official documents were made available in electronic format on the Official Document System of the United Nations.

Section 3
Political affairs

Highlights of programme results

The Department of Political Affairs continued its conflict prevention activities and provided political advice and guidance to representatives and envoys of the Secretary-General, the resident coordinators, United Nations country teams and regional offices. Nearly 40 conflict situations were addressed during the biennium 2012-2013, including crises in the Middle East, Asia and Africa. Cooperation on conflict prevention was broadened with regional organizations and with United Nations agencies. In addition, regional divisions provided direct support to a number of peace processes and deployed peace and development advisers in priority areas. The Department continued to support a growing number of special political missions (34 as at the end of 2013). During the biennium, the Department provided electoral assistance in 59 situations. The Department continued to act proactively to facilitate the demanding activities of the work of the Security Council and its subsidiary organs and facilitated sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society, on all aspects of the question of Palestine. The Decolonization Unit supported the work of the Special Committee, the Fourth Committee, the General Assembly and the Economic and Social Council.

Challenges and lessons learned

Growing demands in the biennium put an additional strain on the programme budget. While there was still insufficient regular budget funding for required official travel by staff, insufficient project funds prevented staff from engaging more actively in operational work in the field. In addition, support to and backstopping of field-based special political missions continued to be based on limited resources and on ad hoc solutions given the absence of conclusive action by the General Assembly on the Secretary-General's report on the subject (A/66/340). Among the important lessons learned was the need to promote further communication and integration among various divisions of the Department and the need to communicate more with clients.

Output implementation rate

146. The above-cited results are based on the implementation of 89 per cent of 1,226 mandated, quantifiable outputs.

147. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 3) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed within available human and financial resources

148. Timely delivery of outputs and services to all clients continued throughout the biennium. The Department delivered 98 per cent of all requested materials and services on or before the deadline and submitted the remaining 2 per cent shortly after the deadline. Efficient and effective utilization of resources was achieved as the Department continues to have a high rate of budget implementation (close to 100 per cent).

(b) Effective substantive support, management and administration of special political missions, field offices and high-level envoys where the Department of Political Affairs is in the lead

149. The Department continued to use core-strengthening posts and extrabudgetary funds to cover backstopping costs in 2012-2013. Integrated task forces for nine special political missions were led by the Department in order to improve coordination within the United Nations system in support of such missions. A delegation-of-authority policy to support 18 special political missions was promulgated, thereby clarifying the lines of accountability and responsibility between the Department of Field Support and the Department of Political Affairs in that regard.

(c) Increased timeliness of submission of documentation

150. Compliance with deadlines for the submission of documents improved consistently throughout the biennium owing to enhanced coordination within the Department and between the Department and the Department for General Assembly and Conference Management. A flow chart of a model timeline for the preparation of reports, consistent with the 10-4-6-week slotting rule that the Department adheres to, brought positive results. In addition, the Department prepared reports that were more precise and brief and reduced the number of requests for waivers for documents exceeding the word count.

Subprogramme 1
Prevention, management and resolution of conflicts

(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations

151. The regional divisions and the Policy and Mediation Division of the Department continued to provide direct support to a number of peace processes and backstopped special envoys, resident coordinators, country teams and regional offices in priority areas. The Department addressed all requests for assistance in a manner commensurate with available resources, taking into account the continued demands resulting from the ongoing transitions in the Middle East and North Africa. The use of good offices was made in particular in Asia and Africa, and in Cyprus.

(b) Maintenance of the peace processes on track

152. Cooperation with regional organizations and other United Nations counterparts, in particular the European Union and the African Union, was improved and strengthened. The Department addressed new and ongoing conflict situations and conducted preventive diplomacy activities and analysis in 40 countries.

Subprogramme 2
Electoral assistance

(a) Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes

153. The number of Member States receiving electoral assistance increased to 59 during the reporting period, from 57 during the previous biennium. A number of reports by national and international observer organizations reported on the successful conduct and improved quality of elections to which the United Nations provided support and assistance, including with respect to acceptance of the results. The Department initiated new partnership activities with regional organizations by providing them with electoral capacity-building support. Efforts were made to develop a more coherent, consistent and cost-effective approach to United Nations electoral assistance through the development of system-wide internal policies and operational frameworks.

Subprogramme 3
Security Council affairs

(a) Meetings conducted in a timely and procedurally correct manner

154. The Security Council Affairs Division continued to facilitate, through the provision of procedural, technical, analytical and substantive support, the increasingly demanding activities of the work of the Security Council and its subsidiary organs. During the biennium, the Division serviced 392 meetings of the Security Council, 237 informal consultations and 243 meetings of subsidiary bodies and facilitated the adoption of 151 decisions of the Council. The Division received positive written evaluations and reports from the subsidiary bodies and members of the Council, acknowledging satisfaction with the support provided. Surveys conducted during the biennium indicated that 99 per cent of respondents rated the services provided by the Division as excellent or good in terms of the scheduling and servicing of meetings, the provision of procedural advice and research, communications, support to the Office of the President of the Security Council, support to the Chairs of subsidiary organs and out-of-hours procedures for the preparation of documentation and emergency meetings.

(b) Improved access to information relating to the work of the Security Council and its subsidiary organs

155. With the technical assistance of the Department of Public Information, the Division launched a redesigned and enhanced Security Council website (www.un.org/en/sc/), available in the six official languages and accessible to persons with disabilities. The website redesign resulted in an increase in the number of page views, exceeding the target for the biennium by 40 per cent. Greater use was

made of videoconferencing facilities, resulting in cost and time savings for special representatives of the Secretary-General in the field. Substantial progress was made during the biennium on the preparation and completion of supplements to the *Repertoire of the Practice of the Security Council*. The total number of pages of the *Repertoire* viewed during the biennium exceeded the target by 10 per cent.

(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented

156. During the biennium, the Division facilitated five missions of the Security Council, to Haiti, West Africa (Liberia, Côte d'Ivoire and Sierra Leone), Timor-Leste, Yemen and East Africa (Democratic Republic of the Congo, Rwanda, Uganda and Ethiopia). It also facilitated two missions of subsidiary bodies of the Council, to Liberia and France. A "mini-mission" to Afghanistan planned for October 2012 was cancelled, on the advice of the Department of Safety and Security, owing to security concerns. In a survey by Chairs of sanctions committees, the ability of the Secretariat to propose well-qualified experts in a timely manner was rated at 95 per cent in 2012 and at 100 per cent in 2013.

Subprogramme 4
Decolonization

The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories

157. The Decolonization Unit carried out its work under the purview of the Special Committee on Decolonization. It provided substantive support to the Special Committee and other intergovernmental bodies, including by preparing 16 annual working papers on the Non-Self-Governing Territories and other parliamentary documentation, all of which were submitted by the deadlines, and a bureau meeting with the Secretary-General in November 2013. The Unit facilitated communication with administering powers in the context of the activities of the Special Committee, such as the substantive meetings in June 2012 and 2013 and bureau meetings with each administering power in December 2013. Of the four administering powers, two attended the annual regional seminar in 2012 and three did so in 2013; one participated in the annual substantive sessions of the Special Committee in June. Of the working papers of the Secretariat, 100 per cent were prepared with the involvement of the four administering powers (see A/67/71 and A/68/64).

Subprogramme 5
Question of Palestine

Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine

158. The Division for Palestinian Rights continued to facilitate sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society on the question of Palestine. Liaison and cooperation with civil society was further enhanced through

international meetings and periodic consultations and other activities organized by the Division. The United Nations Information System on the Question of Palestine continued to be one of the most widely used resources on the Internet on the question of Palestine. It was supplemented by social media presence on Facebook and Twitter and by the recently launched United Nations Platform for Palestine (www.unpfp.net), aimed at reaching out to civil society. The Division also organized activities to mark the International Day of Solidarity with the Palestinian People, which continued to enjoy wide participation by Member States and Observers of the United Nations.

Subprogramme 6
Counter-Terrorism Implementation Task Force

(a) Enhanced coordination and collaboration among the United Nations system entities in facilitating the implementation of the various elements of the United Nations Global Counter-Terrorism Strategy

159. With the establishment of the United Nations Counter-Terrorism Centre within the Counter-Terrorism Implementation Task Force Office, a number of initiatives were launched to promote the implementation of the United Nations Global Counter-Terrorism Strategy. The Task Force organized 50 coordination events, including the High-level Meeting on Countering Nuclear Terrorism, an expert meeting on fair trials and countering terrorism, a briefing to Member States on countering nuclear terrorism and several thematic workshops. The Task Force initiated the development of the Integrated Assistance for Countering Terrorism initiative to address the specific capacity-building needs of Burkina Faso, Nigeria and Mali, to enhance internal coordination and information-sharing among national counter-terrorism agencies and to strengthen their criminal justice systems.

(b) Enhanced collaboration between the Member States, the entities of the United Nations system, international and regional organizations and civil society entities for the implementation of the United Nations Global Counter-Terrorism Strategy

160. The Task Force played a critical role in promoting collaboration among Member States, the United Nations entities, international and regional organizations and civil society entities to enhance the implementation of the Strategy. The Task Force conducted six inter-agency coordination meetings, two regional workshops on the implementation of the Strategy and 10 conferences, including the International Counter-Terrorism Focal Points Conference on Addressing Conditions Conducive to the Spread of Terrorism and Promoting Regional Cooperation, which was held in Geneva on 13 and 14 June 2013.

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

(a) Participants will re-engage in taking parallel steps towards a lasting peace

161. The Office of the United Nations Special Coordinator for the Middle East Process continued to engage in supporting steps towards a lasting peace, focusing on Israeli-Palestinian dialogue and action, internal Palestinian reconciliation and engagement with regional parties. Direct negotiations, which were suspended in

September 2010, resumed under Jordanian auspices early in 2012. The General Assembly granted Palestine non-Member State observer status in November 2012. International efforts led by the Government of the United States of America resulted in the resumption of negotiations on 31 July 2013, with a nine-month time frame to achieve a comprehensive agreement. The Special Coordinator for the Middle East Peace Process attended approximately 900 external meetings and 400 internal meetings during the biennium in support of these goals.

(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people

162. According to the Financial Tracking Service of the Office for the Coordination of Humanitarian Affairs, donors provided $285 million in 2012 and $250 million in 2013 for improving the humanitarian conditions and development needs of the Palestinian people. In addition, United Nations agencies reported having implemented development projects worth $1.3 billion during the biennium. The projects were aimed at providing direct basic services to Palestinians, responding to emergencies and developing the technical capacities of Palestinians. Although the basic needs of vulnerable Palestinians have been a priority, unemployment and poverty still remain a concern, especially in Gaza.

(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions

163. During the reporting period, United Nations agencies were implementing seven joint programmes, of which two were funded by the Millennium Development Goals Achievement Fund, two by the Global Fund to Fight AIDS, Tuberculosis and Malaria, one by the United Nations Voluntary Fund on Disability, one by the United Nations Trust Fund for Human Security and one by joint contributions from country teams for model United Nations events. Another joint initiative was developed on substance abuse in East Jerusalem. Funding through the consolidated appeals process for the occupied Palestinian territory reached only 68 per cent of the target in 2012 and 63 per cent in 2013. The political situation in the region and the global financial crisis were the main reasons hindering the achievement of the country teams' targets for resource mobilization.

Subprogramme 8
Peacebuilding Support Office

(a) Efficient support to the work of the Peacebuilding Commission to enhance support for post-conflict countries

164. The Peacebuilding Support Office continued to facilitate the work of the Peacebuilding Commission through the regular servicing of meetings of the Chair's Group, the Organizational Committee, the Working Group on Lessons Learned and the country-specific configurations. In addition, the Office provided timely and substantive analyses on peacebuilding priorities in countries on the Commission's agenda and supported the Commission in the preparation of field visits. As a follow-up to the 2010 review of the peacebuilding architecture, the Office supported the Chair and the Organizational Committee in improving the working methods of the Commission and initiated informal discussions with internal and external partners in

preparation of the forthcoming review of the peacebuilding architecture, to be held in 2015.

(b) Informed decision-making by the Peacebuilding Commission

165. The Office provided the analytical documents needed by the Commission in a timely manner and placed a particular emphasis on enhancing support to guide the Commission in its decision-making and strategic orientation.

(c) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict

166. Donors contributed $80.5 million in 2012 and $40.8 million in 2013. The latter figure reflects the sound financial status of the Fund at the beginning of 2013. The Fund's support base remained broad, with new contributions made by 18 Member States. Allocations of $86.6 million were made in 2013, representing a significant increase over the allocations of $35.5 million that were made in 2012. The increase is mainly due to an expansion in up-front assistance by the Office to a limited set of priority countries for programme design. About 57 per cent of allocations were made to countries on the Commission's agenda. Four other countries (Myanmar, the Niger, Papua New Guinea and Somalia) were declared eligible to access the Fund.

(d) Enhanced efficiency of United Nations support to national peacebuilding efforts

167. The Secretary-General's report on peacebuilding in the aftermath of conflict (A/67/499-S/2012/746), published in October 2012, outlined the progress made in terms of enhancing the efficiency of United Nations support to national peacebuilding efforts. The recommendations in the report on increasing the focus on inclusivity, institution-building and sustained international support were endorsed by the Security Council. The Office conducted a number of training sessions in conjunction with other entities and used other mechanisms, including thematic reviews and evaluations, to capture and disseminate lessons learned and good practices.

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

(a) Progressive registration of damage claim forms

168. The Office for the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory completed the claim intake in seven out of nine Governorates in the occupied Palestinian territory affected by the construction of the Wall. The Office provided technical assistance for filing claims in Qalqiliya and Hebron Governorates and started work in Bethlehem Governorate. During the biennium, 16,806 claims and more than 300,000 supporting documents were collected, bringing the total of claims collected (in 196 Palestinian communities) to 40,514. Since its establishment, the Board of the Register has reviewed 12,233 claims processed by the Office.

(b) Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and the requirements for filing claim forms

169. The Office continued to carry out an extensive public outreach campaign during the biennium with a particular focus on 420,000 Palestinians from three governorates (Qalqiliya, Hebron and Bethlehem) and their 85 communities, thus bringing the total number of persons included in its outreach since its inception to 720,200 from eight governorates (Tubas, Jenin, Tulkarem, Qalqiliya, Salfit, Ramallah, Hebron and Bethlehem) and their 196 communities.

Subprogramme 10
United Nations Office to the African Union

(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

170. The United Nations-African Union Joint Task Force on Peace and Security continued to meet twice a year to discuss strategic issues and address issues of common concern relating to peace and security in Africa. During the reporting period, the United Nations and the African Union carried out several joint assessment missions, including to the Central African Republic, Guinea-Bissau and Somalia. The Peace and Security Cluster of the Office continued to coordinate its activities. Action plans for the Cluster and each of the four subclusters of the 10-year capacity-building programme for the African Union were updated to reflect the recommendations arising from the review of the programme. An African Union conflict prevention framework was conceptualized.

(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

171. The African Standby Force road map for the period 2010-2015, along with its action plan, was prepared and started to be implemented according to agreed benchmarks and timelines. In 2013, the African Union conducted a comprehensive assessment of the African Standby Force, which concluded that efforts would have to be intensified to ensure the full operationalization of the Force, as envisaged, by 2015. In December 2012, the Security Council authorized the establishment of the African-led International Support Mission in Mali (AFISMA). With planning support from the Office, AFISMA deployed and carried out operations in accordance with its mandate until 1 July 2013, when it was replaced by the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). In November 2013, the Security Council adopted resolution 2124 (2013), by which it authorized a further increase in the troop ceiling of AMISOM, from 17,731 to 22,126. The African Union completed a plan for future phases of AMISOM deployment.

(c) Increased efficiency and effectiveness of peacekeeping operations

172. As at the end of 2013, the United Nations Office to the African Union was not able to relocate to its new office facility at ECA, as the construction of the building was not completed. The deferment was due to reasons outside the Office's control related to delays in the shipment of construction materials and shortages in foreign currency reserves in Ethiopia. The relocation was postponed to the next reporting

period and is tentatively planned for the third quarter of 2014. The Office achieved 83 per cent post incumbency in December 2013 and successfully completed the infrastructure renovations and reconstruction projects required to meet the minimum security standards.

Section 4
Disarmament

Highlights of programme results

The Office for Disarmament Affairs continued to support the timely implementation of the relevant General Assembly resolutions and the decisions adopted at conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements and to strengthen its advocacy and outreach activities. The United Nations Conference on the Arms Trade Treaty, held in July 2012, prepared the ground for the landmark adoption of the Treaty in March 2013. The General Assembly, at its sixty-seventh session, decided to establish an open-ended working group to develop proposals to advance multilateral nuclear disarmament negotiations (resolution 67/56) and requested the Secretary-General to establish a group of governmental experts to make recommendations on possible aspects that could contribute to a treaty banning the production of fissile material (resolution 67/53). In 2013, three groups of governmental experts — on transparency and confidence-building measures in outer space activities, on developments in the field of information and telecommunications in the context of international security, and on the continuing operation of the United Nations Register of Conventional Arms and its further development — reported to the General Assembly.

The second Conference to Review Progress Made in the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects was held in New York from 27 August to 7 September 2012. A final report was adopted on the last day of the event. The second session of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held in Geneva from 22 April to 3 May 2013.

Challenges and lessons learned

The Office continued to face budgetary challenges in undertaking its activities owing to its heavy reliance on extrabudgetary resources. Other challenges were of a political nature, including disagreement in the Conference on Disarmament, which prevented the Conference from commencing its substantive work. In addition, the participants in the United Nations Conference on the Arms Trade Treaty, held in New York in July 2012, concluded their work, after four weeks of complex and intense negotiations, without reaching agreement on a text of a treaty. As a result, the Final United Nations Conference on the Arms Trade Treaty was held in March 2013 to finalize the elaboration of the treaty in accordance with General Assembly resolution 67/234.

In order to promote a balanced gender representation in the meetings organized by the Office, Governments are continuously urged to nominate women candidates to meetings and expert groups.

173. The above-cited results are based on the implementation of 79 per cent of 1,877 mandated, quantifiable outputs.

174. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 4)).

Executive direction and management

(a) Programme of work is effectively managed

175. The Office for Disarmament Affairs provided timely delivery of the programmatic mandates and continued to ensure efficient coordination and synergy between its five branches, its three regional centres (located in Peru, Nepal and Togo) and its office in Vienna. Its substantive outputs included advising the Secretary-General on disarmament and non-proliferation issues, as well as on emerging and other relevant cross-cutting issues. The Office also efficiently managed its administrative functions, utilizing 99 per cent of its total funding for the biennium and reaching a rate of 80 per cent compliance with mandatory staff training in almost all categories.

(b) Increased timeliness of submission of documentation

176. The Office reached 100 per cent compliance rate in terms of the timeliness with which it submitted all its documentation for consideration during the sixty-seventh and sixty-eighth sessions of the General Assembly and at meetings that it organized. The Office continued to intensify its efforts to ensure that documents submitted by Member States and other international organizations to meetings and conferences were provided within a reasonable time frame.

(c) Identification of emerging issues that require attention by Member States

177. During the biennium, representatives of Member States met with the High Representative for Disarmament Affairs on 140 occasions to explore ways and means of collaborating with the Office and discuss initiatives focused on multilateral efforts in the area of disarmament and non-proliferation, including international disarmament agreements, weapons of mass destruction, terrorism, small arms, nuclear-weapons-free zones and regional centres for peace and disarmament. The High Representative gave 23 interviews with a view to making progress on the disarmament agenda. In addition, the she had numerous interactions with officials from Member States and representatives of think tanks and relevant organizations throughout the biennium, which were of an impromptu nature and therefore could not be captured in measuring this output. Had such ad hoc meetings been factored in, the total number of meetings would have exceeded the target of 100.

(d) Enhanced policy coherence in the management of the disarmament activities of the United Nations

178. During the biennium, the Office undertook 154 joint initiatives, ranging from meetings, workshops and exhibits to publications, as well as a number of activities related to the destruction of weapons, the training of law enforcement officials and the development of project proposals, which together exceeded the target of 100 activities.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

(a) Effective support for negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects at the organizational, procedural and substantive levels

179. The Secretariat and Conference Support Branch (Geneva) continued to provide substantive and organizational support to the Conference on Disarmament. The appreciation of the States members of the Conference was communicated verbally and reflected in the verbatim records of its meetings. The secretariat provided advice on procedures and practices to States, presidents and officials of the Informal Working Group on the Comprehensive Programme of Disarmament. The Branch played an important role in the organizational and substantive support to the meetings related to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction and the Convention on Cluster Munitions. The feedback indicated that the Branch provided the requested support in an exemplary manner. In 2013, the Branch also supported the open-ended working group to develop proposals to take forward multilateral nuclear disarmament negotiations and received positive feedback from delegations and civil society representatives.

(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements

180. The Branch continued to work with States parties to enable them to comply with their respective reporting obligations under the different multilateral instruments. The efforts made by the Branch to facilitate reporting by States parties, including through the provision of online tools and the creation of web pages with limited access, resulted in States parties being forthcoming in providing the required data. Over the biennium, States parties and the public at large continued to access in high numbers the web pages established and maintained by the Branch.

(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme

181. The fellowship programme continued to attract wide interest. This was achieved by targeting States that did not participate in it and by promoting an overall balance in participation from the regional groups. The number of alumni who assumed disarmament-related positions in their respective administrations

grew, as indicated by the fact that a greater number of them participated in arms control and disarmament conferences. The programme is constantly being updated to make it more responsive to contemporary challenges in the area of arms control and disarmament. Increasing the number of women candidates to the programme remained a challenge. Efforts to address this challenge included adding lectures on gender issues and working closely with States. The proportion of women participants declined from 54 per cent in 2011 to 40 per cent in 2013.

Subprogramme 2
Weapons of mass destruction

(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues, including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States and States parties at their request

182. The Weapons of Mass Destruction Branch provided substantive, organizational and administrative support to the conferences on the non-proliferation of nuclear weapons, including the first and second sessions of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, held in 2012 and 2013 respectively. The Branch continued to follow-up on the outcome of the 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, in particular by providing substantive support for the preparations of the Conference on the establishment of a Middle East zone free of nuclear weapons and all other weapons of mass destruction. The Branch also provided substantive and organizational support to the High-level Meeting on Countering Nuclear Terrorism, held in September 2012, and the High-level Meeting on Nuclear Disarmament, held in September 2013.

(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including terrorism involving weapons of mass destruction

183. The Weapons of Mass Destruction Branch organized 38 conferences, workshops, country-specific discussions and seminars in support of the implementation of Security Council resolution 1540 (2004). The Branch provided substantive and organizational support to the United Nations Mission to Investigate Allegations of the Use of Chemical Weapons in the Syrian Arab Republic, which resulted in two reports (A/67/997-S/2013/553 and A/68/663-S/2013/735, annex) and to the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic. The Branch strengthened its cooperation with relevant international organizations by establishing a supplementary arrangement with the Organization for the Prohibition of Chemical Weapons in September 2012 and a memorandum of understanding with the World Health Organization (WHO).

Subprogramme 3
Conventional arms (including practical disarmament measures)

(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, using available tools

184. In 2012, support was provided under the subprogramme to the second Review Conference of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the meetings of its Preparatory Committee, which were successfully concluded with the adoption of outcome documents. Rounds of informal consultations with Member States were organized in preparation for the Fifth Biennial Meeting of States on the Programme of Action, to be held in June 2014. Various tools were developed and maintained to implement the Programme of Action and related mandates, such as the Programme of Action Implementation Support System, the International Small Arms Control Standards and the International Ammunition Technical Guidelines. To facilitate technical assistance in the implementation of the Programme of Action, compilations of assistance proposals were prepared and circulated and meetings to connect donor organizations with affected States were organized.

(b) Effective facilitation of the process regarding the United Nations Conference on the Arms Trade Treaty

185. Substantive and administrative support was provided under the subprogramme by servicing the meeting of the Preparatory Committee in February 2012, the United Nations Conference on the Arms Trade Treaty in July 2012 and the Final United Nations Conference on the Arms Trade Treaty in March 2013, culminating in the adoption of the Arms Trade Treaty by the General Assembly on 2 April 2013. To facilitate the early entry into force of the Treaty, a special treaty signing event was organized on 3 June 2013, which resulted in 67 States becoming signatories. The Treaty was also featured in the annual treaty event held in 2013.

(c) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments

186. Participation by Member States in the United Nations instruments on confidence-building measures relating to military and security matters continued to be facilitated under the subprogramme. In 2013, 70 States submitted reports to the United Nations Register of Conventional Arms and 57 States submitted information for inclusion in the United Nations Report on Military Expenditures. Substantive and administrative support was provided for the three sessions of the group of governmental experts held in 2013 to conduct a review of the Register. A map-based database on global military expenditures and an online reporting system was launched in 2013.

Subprogramme 4
Information and outreach

(a) Increased utilization and improved access to information and education materials of the Office for Disarmament Affairs

187. During the biennium, the Information and Outreach Branch published the *United Nations Disarmament Yearbook* (Parts I and II (2012)), one occasional paper (No. 22), one electronic publication entitled *Applying a Disarmament Lens to Gender, Human Rights, Development, Security, Education and Communication: Six Essays* and ad hoc publications, including factsheets and the "postcards" created under the title *Hiroshima Nagasaki Download* (www.un.org/disarmament/education/hibakusha/). Three interviews were videotaped and posted on the website of the United Nations Conference on the Arms Trade Treaty and four online versions of the quarterly newsletter of the Office for Disarmament Affairs were produced. A web-based contest entitled "Art for peace", directed at young people aged 5 to 17 years was launched in 2012 to encourage youth worldwide to use their creative talents to depict a world free of nuclear weapons.

(b) Timely access to factual and objective information by end users through print and electronic means regarding various aspects of disarmament

188. The Office continued to update its website on a regular basis with new content, including statements by the Secretary-General and the High Representative, current developments in the field of disarmament and non-proliferation, a calendar of intergovernmental meetings and updates to the various databases. The Office was able to ascertain real-time statistics concerning the number and length of visits to its website using Google analytics. In addition, the Office opened a Twitter account with the aim of sharing information on the latest developments on disarmament; a steady increase in the number of followers (an average of 10 per day) was observed. Feedback from end users on the website and from recipients of *Disarmament Digest* have confirmed that the current approach meets their needs and should be continued.

Subprogramme 5
Regional disarmament

(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security

189. The Regional Disarmament Branch and its regional centres carried out more than 188 activities, ranging from trainings to seminars and capacity-building activities, to promote regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation and regional peace and security. In particular, the regional centre in Africa, together with the African Union, organized two African regional consultations on the Arms Trade Treaty, in May 2012 and March 2013; the regional centre in Asia and the Pacific hosted two annual joint Republic of Korea-United Nations conferences on disarmament and non-proliferation issues; the regional centre in Latin America and the Caribbean organized a Caribbean regional expert round table in April 2012 to combat the illicit trade in small arms and light weapons and a regional seminar on

the implementation of the Biological Weapons Convention in Latin America and the Caribbean.

(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations, in the areas of disarmament and non-proliferation in all its aspects, as well as regional and international peace and security

190. The programmes and activities supported by the Regional Disarmament Branch and carried out by its regional centres contributed to increasing cooperation between the Office for Disarmament Affairs, States and international, regional and subregional organizations. The Branch achieved this by providing opportunities and forums for experience-sharing, dialogue and partnership, and for the transfer of knowledge and expertise among States and regional and subregional entities.

(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures

191. During the biennium, the regional centres carried out, at the request of Member States, 11 training courses to strengthen capacity related to disarmament and non-proliferation. Assistance provided by the centre in Latin America and the Caribbean to States of the region resulted in the destruction of more than 42,000 weapons and over 50 tons of ammunition and enhanced the capacity of States to safely and securely manage over 130 stockpile facilities throughout the region. The centre trained more than 430 national security sector officials, including customs and judicial officers, on small arms control matters, including marking, tracing and stockpile management. The regional centre in Africa carried out two training courses for 200 security sector forces in Togo on the international principles of the use of force and firearms and one training course in Côte d'Ivoire for 23 defence and security officers on combating the illicit trade in small arms and light weapons.

Section 5
Peacekeeping operations

Highlights of programme results

The Department of Peacekeeping Operations and the Department of Field Support continued to provide strategic direction and day-to-day operational guidance to 17 peacekeeping operations, 16 special political missions and AMISOM. The biennium 2012-2013 was especially challenging, as many peacekeeping operations underwent drastic changes in terms of mandate and size. Two new peacekeeping missions were established (the United Nations Supervision Mission in the Syrian Arab Republic (UNSMIS) and MINUSMA), as were six new special political missions (the Special Envoy of the Secretary-General for the Sahel, the Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria, the United Nations Office in Mali, the Special Envoy of the Secretary-General for the Great Lakes Region of Africa, UNSOM and the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the

Elimination of the Chemical Weapons Programme of the Syrian Arab Republic). As a result, both departments responded to Security Council and General Assembly resolutions by putting forth eight mission planning processes in line with the substantive and time requirements of the Council and mission priorities. Concrete achievements were made in the implementation of the global field support strategy, with steps taken to ensure a common understanding of what the Secretariat was doing and why and to explain how operationalization of the strategy in all its aspects would ensure the realization of core objectives. The number of days available to submit budget proposals to Member States for new and expanding missions (after adoption of the related Security Council resolution) decreased; the vacancy rate for stable missions also decreased, to 15 per cent; targets for rates of geographical and gender representation among staff improved and were exceeded; and the development and implementation of the New Horizon Initiative continued.

Challenges and lessons learned

The most significant challenges and obstacles to the implementation of the mandate and programme include the need for continued strong and unified political support of the Security Council for the implementation of peacekeeping mandates and for clear, realistic and achievable mandates; for Member States and troop- and police-contributing countries and other countries to provide the human, financial and logistical resources and capabilities required to successfully implement mandates; for regional actors and other key Member States to support the negotiation and implementation of peace agreements and peacekeeping mandates; for donors to commit to key peacekeeping and early recovery activities that are supported by voluntary contributions; and for detailed planning to take place before launching complex operations, without prejudging political decisions made by Member States.

192. The above-cited results are based on the implementation of 95 per cent of 400 mandated, quantifiable outputs.

193. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 5)).

1. Department of Peacekeeping Operations

Executive direction and management

(a) Programme of work is effectively managed

194. The Office of the Under-Secretary-General for Peacekeeping Operations continued to monitor and evaluate progress made in effectively managing its programme of work. Accordingly, peacekeeping remained a dynamic and essential element of the international community's response to international threats to peace and security. Peacekeeping continued to demonstrate unique strengths, in particular

the ability to deploy and sustain troops and police from around the globe and to integrate them with civilian peacekeepers in order to advance multidimensional mandates.

(b) Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations

195. The Department of Peacekeeping Operations continued to make progress in the delivery of Security Council and General Assembly mandates. A new multidimensional mission was established to stabilize Mali (MINUSMA). The African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission in South Sudan (UNMISS) continued to focus on conflict prevention and the protection of civilians, while the United Nations Interim Security Force for Abyei (UNISFA) supported and monitored the demilitarization of Abyei, including by assisting in the operationalization of the Joint Border Verification and Monitoring Mechanism. During the biennium, the Department supported United Nations-wide efforts to manage the crisis in the Syrian Arab Republic, including through the swift deployment of UNSMIS, and its subsequent liquidation. The United Nations Operation in Côte d'Ivoire (UNOCI) helped restore normalcy in Côte d'Ivoire, while progress in consolidating peace in Liberia translated into a plan to further reduce the military component of the United Nations Mission in Liberia (UNMIL). MONUSCO responded to the crisis in the eastern part of the country where it operates, including through its support to the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region and the deployment of its force Intervention Brigade. The United Nations Stabilization Mission in Haiti (MINUSTAH) made progress in its drawdown and ongoing consolidation. Finally, the United Nations Integrated Mission in Timor-Leste (UNMIT) completed its mandate. The Department was also actively engaged in contingency planning, including with regard to the possible deployment of peacekeeping operations to the Central African Republic, Somalia and the Syrian Arab Republic.

(c) Improved geographical representation and gender balance of staff

196. The vast majority of positions in the Department are not subject to the system of desirable ranges and, as such, recruitments affecting geographical representation are largely those of staff who have passed a competitive examination. Of 19 posts in the Professional and higher category funded by the regular budget, 5 (26 per cent) were filled by nationals from unrepresented or underrepresented countries, an improvement that exceeded the target of 25 per cent for 2012-2013. Eight of the 19 posts (42 per cent), were occupied by women, an improvement that exceeded the target of 40 per cent for 2012-2013.

(d) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations

197. The Department continued to identify the challenges, opportunities and priorities for individual operations and for peacekeeping as a whole, including required capacities and capabilities and resources, and develop approaches to meet and explain these challenges to external actors. The Department established formal

efficiency mechanisms to regularly review civilian, troop and police force levels and identified opportunities for better inter-mission cooperation and resource-sharing.

Subprogramme 1
Operations

(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries

198. The subprogramme responded to the recommendations of and contributed to briefings and reports for the Special Committee on Peacekeeping Operations, the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Joint Inspection Unit and Board of Auditors. During the reporting period, 18 recommendations for new or significant adjustments to peacekeeping operations were incorporated into resolutions of the Security Council. While ensuring a more integrated and consultative process, particularly with the Council, the General Assembly and troop- and police-contributing countries, the subprogramme provided advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs to permanent missions of Member States to the United Nations, the African Union, the Economic Community of West African States (ECOWAS), the European Union, the International Monetary Fund, OSCE, UNDP, UNHCR, the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services, the World Bank, the World Food Programme (WFP), non-governmental organizations and the media.

(b) Effectively and efficiently managed peacekeeping operations

199. The Department provided guidance to 17 peacekeeping operations and 1 special political mission, ensuring an integrated United Nations approach to peace consolidation. Mission planning processes were completed in line with the substantive and time requirements of the Security Council. Mission priorities included: the deployment of MINUSMA and UNSMIS, as well as the latter's liquidation; the deployment of additional contingents to MONUSCO and UNISFA; the implementation of the mandate of MONUSCO; the review and ongoing reconfiguration of UNAMID uniformed personnel; the review of the UNMISS mandate; the strategic review of the United Nations Interim Force in Lebanon (UNIFIL); the assessment of UNOCI; the drawdown of MINUSTAH following the post-earthquake surge and the ongoing consolidation of that mission; the ongoing reconfiguration of UNMIL; contingency planning for support to the African-led International Support Mission in the Central African Republic and its possible transformation into a United Nations peacekeeping operation; and the closure of UNMIT.

Subprogramme 2
Military

(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates

200. During the biennium, the Office of Military Affairs prepared 10 military plans — for MINUSTAH (three), the United Nations Assistance Mission in Afghanistan, UNSMIS, the United Nations Mission for the Referendum in Western Sahara (MINURSO), UNAMID, MONUSCO, UNOCI and UNISFA — within seven days of the adoption of the relevant Security Council resolution. Formal requests for pledges to Member States were issued to start force generation within five days of preparing planning documents. Official pledge requests were issued for United Nations military observers for UNSMIS; the engineering company of the Republic of Korea for UNMISS; United Nations military observers and a close protection unit for UNISFA and the Joint Border Verification and Monitoring Mechanism; the Ethiopian infantry battalion for UNAMID; infantry battalions and enabling units for MINUSMA; an infantry company for UNIFIL; and a close protection unit, a force reserve company and a Mount Hermon platoon for the United Nations Disengagement Observer Force (UNDOF). The *United Nations Infantry Battalion Manual* was published in August 2012 and the web-based United Nations Standby Arrangements System was launched in February 2013. A total of 65 Member States registered at the new website entitled "United Nations Force Link", an online resource for sharing, collecting and managing information on force generation and development planning activities.

(b) Increased efficiency and effectiveness of the military components of peacekeeping operations

201. During the reporting period, of 46 recommendations contained in the end-of-assignment reports of heads of military components and endorsed by the Under-Secretary-General for Peacekeeping Operations, 31 were implemented and 15 were in the process of being implemented. Lessons learned from the review of recommendations contained in the end-of-assignment reports are utilized to set standards to be followed by military components and will be reflected in the report on comprehensive military capability gaps.

Subprogramme 3
Rule of law and security institutions

(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates

202. During the biennium, one new mission required the deployment of a new police component. Staff members of the standing police capacity were deployed to the United Nations Office in Mali in April and May 2013 (before the Security Council mandate) to provide leadership and prepare for the start-up of the police component in MINUSMA. In addition, core justice and corrections capacity from Headquarters and the Justice and Corrections Standing Capacity were deployed to UNSMIS within 15 days of the adoption, on 21 April 2012, of Security Council resolution 2043 (2012).

(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations

203. Concepts of operations and other integrated plans for police and other rule of law and security components were reviewed primarily on the basis of mandate adjustments and contextual and environmental changes in the mission areas. During the period, concepts of operation for UNMIT, UNAMID, the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), UNSMIL, MONUSCO, MINUSMA, UNMISS, UNISFA, the United Nations Interim Administration Mission in Kosovo (UNMIK) and UNOCI were finalized. In addition, a consolidation plan for MINUSTAH for the period 2012-2016 was developed.

(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries

204. Through global advocacy, outreach, publications, social media, websites and the press, the Mine Action Service of the United Nations increased awareness and understanding of the dangers of landmines and explosive remnants of war. The International Day for Mine Awareness and Assistance in Mine Action was observed, on 4 April, in 2012 and 2013; exhibits, films and press events were organized and outreach materials were prepared.

205. The number of casualties resulting from landmines and explosive remnants of war in affected countries vary from country to country and fundamentally reflect global trends in international conflict. In 2012, 3,628 casualties were recorded worldwide, representing a decline of 19 per cent compared with the 4,474 casualties recorded in 2011. In 2012, the proportion of civilian casualties composed by children increased to 47 per cent, four percentage points higher than in 2011, and the proportion of all casualties composed by women increased to 13 per cent, three percentage points higher than in 2011. The figures on casualties during 2013 will be available in mid-2014.

Subprogramme 4
Policy, evaluation and training

(a) Increased awareness, understanding and familiarity with peacekeeping issues

206. The subprogramme assisted in the institutional strengthening of peacekeeping and the organizational improvement of the Department of Peacekeeping Operations and the Department of Field Support through the development of policies and plans to achieve strategic goals; the provision of assistance for the development of business plans; the facilitation of medium- and long-term plans; the identification of cross-cutting areas for improvement and support; and the development of strategic guidance for standardized peacekeeping training based on doctrine and best practices.

2. Department of Field Support

Executive direction and management

(a) Programme of work is effectively managed

207. The Department of Field Support continued to monitor and evaluate the timely delivery of its outputs and services, which were delivered at a compliance rate of 100 per cent during the biennium.

(b) Effective and efficient support and technical guidance on Department of Field Support-mandated support activities to field operations as well as to intergovernmental bodies, Member States and troop- and police-contributing countries

208. The Department effectively delivered the full range of administrative and logistical support to 17 peacekeeping operations and 16 special political missions and directly supported the African Union peacekeeping mission in Somalia. Concrete achievements were made in the implementation of the global field support strategy, thereby meeting the targets outlined in previous progress reports. The Department continued to provide strategic and policy guidance to field missions and to deliver outputs as established in the relevant Security Council resolutions.

(c) Improved geographical representation and gender balance of staff

209. The vast majority of positions in the Department are not subject to the system of desirable ranges and, as such, recruitments affecting geographical representation are largely those of staff who have passed a competitive examination. Of 19 posts in the Professional and higher categories funded by the regular budget, 5 (26 per cent) were filled by nationals of unrepresented or underrepresented countries, compared with 35 per cent in 2011. Eight of the 19 posts (42 per cent) were occupied by female staff members, compared with 35 per cent in 2011 and the target of 45 per cent for 2012-2013. The Department carried out outreach efforts to improve the dissemination of vacancy announcements and reach a wider pool of suitable candidates.

(d) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and of individual operations

210. Notable progress was made in the implementation of the global field support strategy. Additional strategic support provided at Headquarters included engaging with Member States and Secretariat partners, providing planning support and guidance to entities in the field and carrying out oversight and monitoring functions. Operational and transactional support continued to be provided by the Global Service Centre (through capacities located in Brindisi, Italy, and Valencia, Spain) and at the Regional Service Centre (located in Entebbe, Uganda). For example, the Global Service Centre supported the establishment of UNSMIL, which enabled a rapid mission start-up and resulted in almost $1 million in annual efficiency savings. At Headquarters, important strides were made towards refining the strategic support structure necessary for the implementation of the global field support strategy and improving the oversight and monitoring role of Headquarters through the implementation of performance and risk management strategies.

Subprogramme 5
Field administrative support

(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

211. The number of days used to submit budget proposals to Member States for new and expanding missions after adoption of the related Security Council resolution decreased from 90 to 88. The number of people placed on a roster since the rosters were established totalled 19,487, of whom 6,289 were international (from P-1 to D-1, across the occupational groups). The vacancy rate for stable missions decreased to 15 per cent. In new missions, external factors such as visa issues (UNISFA) and the security situation (UNSMIS and the Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria) interfered with the rapid deployment of international staff.

(b) Increased efficiency and effectiveness of peacekeeping operations

212. All claims for contingent-owned equipment were processed within three months of receipt of claims certified by the missions. The subprogramme was not able to monitor the reduction in the vacancy rate within nine months of the establishment of the mission, as the only two new missions (MINUSMA and UNSOM) were established less than nine months before the end of the reporting period. Performance against that indicator will be reported during the biennium 2014-2015.

(c) More timely reporting of allegations of misconduct

213. The requirement to collect data on this indicator was communicated to field missions in June 2012. Conduct and discipline teams subsequently began to provide such data in their monthly reports. An overall assessment of compliance, however, could not be carried out yet.

Subprogramme 6
Integrated support services

(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates

214. On 1 July 2012 the strategic deployment stocks function was transferred to the Global Service Centre. Equipment from strategic deployment stocks was deployed within 90 days to five new missions (UNISFA, UNMISS, UNSMIL, UNSMIS and MINUSMA). Additional equipment was issued to 10 peacekeeping operations (UNOCI, UNIFIL, the United Nations Support Office for the African Union Mission in Somalia, UNAMID, UNFICYP, UNISFA, MINUSTAH, UNDOF, UNMISS and UNSMIS). During the reporting period, the Information and Communications Technology Division continued to enhance the wide-area network to provide reliable and efficient voice, data and video communications in the field missions and improved its rapid deployment capability.

(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support

215. Access to 182 valid systems contracts was provided in all key areas of peacekeeping support during the period. Contracts in all categories remained valid and active throughout the year (all 365 days). Data on network availability was collected automatically through network monitoring tools and found that the network was up 99.8 per cent of the time. Network availability is a key indicator of how well information and communications technology services are provided to missions and end users.

Subprogramme A
United Nations Truce Supervision Organization

The Security Council is informed in a timely manner of non-compliance with its resolutions

216. The United Nations Truce Supervision Organization (UNTSO) continued to report on the political and security developments in its host countries. It collected data carefully, conducted rigorous analyses and reported in a timely manner on activities at the tactical and strategic levels. UNTSO leveraged its existing resources, particularly through its liaison offices in Egypt, Israel, Lebanon and the Syrian Arab Republic. A regular pattern of visits by the head of mission, to strengthen relations with its host nations, improved and made UNTSO reports more valuable.

Subprogramme B
United Nations Military Observer Group in India and Pakistan

(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations

217. The United Nations Military Observer Group in India and Pakistan (UNMOGIP) maintained an effective presence in accordance with its mandate. Seven established field stations monitored the Pakistan side of the line while three field stations monitored the Indian side. Ceasefire violations were monitored efficiently and effectively through the conduct of investigations, at observation posts, during field trips and by route reconnaissance. UNMOGIP operations on the Indian side of the line of control continued to be limited to administrative movements and communications owing to the long-standing position of non-cooperation of the host country. Through the performance of its mandate, UNMOGIP continued to contribute to the maintenance of the bilateral ceasefire and the cessation of hostilities between India and Pakistan along the line of control.

(b) Effective, efficient patrolling, inspection and investigation of ceasefire violations

218. During the biennium, UNMOGIP continued to conduct operational tasks in accordance with its mandate, taking into account the limitations imposed by weather and road conditions, as well as the host Governments. Weather conditions have a great impact on the operations of the Mission owing to the nature of the terrain in Kashmir. Operations on the Indian side of the line remain limited to administrative movements and the relay of communications.

Section 6
Peaceful uses of outer space

Highlights of programme results

The programme continued to promote international cooperation in outer space for economic, social and scientific development. More than 400 participants from 112 countries received support through 23 activities aimed at strengthening the capacity of countries in the areas of basic space sciences, space technology and human space technology; enhancing the use of global navigation satellite systems; improving understanding of space law; and expanding the use of space applications in the areas of global health, disaster management, climate change and environmental monitoring and natural resource management. A total of 23 actions, including 13 ratifications, were taken by States, in accordance with the United Nations treaties on outer space, thereby enhancing acceptance and implementation of the legal regime governing the activities of States in outer space. The enlargement of the network of regional centres for space science and technology education and the creation of two new fellowship programmes provided more training opportunities for participants from developing countries. Technical advisory support and the expansion of the regional support offices network and services on the knowledge portal of UN-SPIDER contributed to the efforts of the beneficiary Governments to reduce their vulnerability and increase their resilience to disasters.

Challenges and lessons learned

A shortfall in financial resources and, in particular, of specialist human resources to meet the growing demands of Member States, including in relation to technical advisory and technical legal assistance, prevented the programme from supporting the regional centres more extensively and limited the number of capacity-building activities. The programme continued to encounter difficulties in concluding the required legal agreements with host countries in a timely and satisfactory manner. The programme also struggled to raise the necessary level of support from Member States, through voluntary financial and in-kind contributions, to sustain the full breadth of assistance requested from UN-SPIDER.

219. The above-cited results are based on the implementation of 98 per cent of 295 mandated, quantifiable outputs.

220. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 6)).

Programme accomplishments

(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities

221. The programme actively contributed to the efforts of the Committee on the Peaceful Uses of Outer Space and its Legal Subcommittee to enhance the implementation of the United Nations treaties on outer space, conducted two capacity-building activities to promote greater understanding of space law and provided technical legal assistance to Member States when requested. As a result, 13 ratifications were made by six Member States. Active support to Member States on the registration of space objects resulted in seven States submitting information under the Convention on Registration of Objects Launched into Outer Space for the first time and in three States submitting notifications on the establishment of their national registries. Five States used the model registration form developed by the programme for the first time, leading to greater harmonization of the registration practices of States.

(b) Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development

222. The programme executed 13 activities in 10 countries dedicated to strengthening the capacities of countries in the fields of basic space science, space technology and human space technology and in using space applications in the areas of global health, climate change and environmental monitoring and natural resource management. The provision of technical support resulted in the establishment, in 2012, of the Regional Centre for Space Science and Technology Education for Western Asia, in Jordan. The International Space Weather Initiative, to which the programme contributed extensively, successfully expanded the number of instruments operating worldwide, enabling better modelling of space weather to improve forecasting. The programme also succeeded in increasing the number of opportunities for training in basic space technology and for research on zero-gravity environments as a result of the activities conducted within the framework the Basic Space Technology Initiative and the Human Space Technology Initiative.

(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development

223. Collaboration with International Space Station partners resulted in more opportunities for entities of the United Nations system to utilize spin-offs from the Station for the benefit of education and global health. Coordination with the United Nations System Task Team on the Post-2015 Development Agenda led to the inclusion of space-related components in the report on the post-2015 development agenda. By joining the steering committee of the United Nations Spatial Data Infrastructure, the programme supported the use of geospatial information within the United Nations system for more coordinated delivery to Member States. Other achievements of the programme included the development of recommendations to address existing gaps and bottlenecks in the use of space-derived geospatial data for sustainable development during the thirty-second and thirty-third sessions of the

Inter-Agency Meeting on Outer Space Activities, which were organized with WFP and UNISDR respectively.

(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle

224. Eight new countries received technical advisory support to strengthen their institutions and make their policy and strategic frameworks operational, reduce their vulnerability and increase the resilience of their population and infrastructure to disasters. The programme continued to provide training to four other countries as a means of assisting with the implementation of recommendations arising from the delivery of previous advisory services. More than 90 experts from 37 countries received support for eight capacity-building activities held to increase awareness of good practices and the benefits of adapted institutional and technical frameworks for disaster risk reduction and emergency response. New tools and services for specific groups of users were developed for the UN-SPIDER knowledge portal (www.un-spider.org). The network of regional support offices was expanded from 13 to 16, enabling the provision of more effective advisory support and the development of better regional synergies.

(e) Greater understanding and use of global navigation satellite systems applications in supporting sustainable development goals

225. As the Executive Secretariat of the International Committee on Global Navigation Satellite Systems (ICG), the programme engaged and actively promoted a broad range of activities that contributed to an increase in the number of Member States and entities participating in ICG. As a result, six more States and entities participated in ICG-related activities. Two activities dedicated to enhancing the use of global navigation satellite systems at the national level engaged experts from more than 30 countries. The programme also concluded the development of an education curriculum on global navigation satellite systems and made it available to the United Nations-affiliated regional centres for incorporation into their education programmes. The first nine-month course based on the curriculum is under way at one of the centres in Africa.

Section 8
Legal affairs

Highlights of programme results

The Office of Legal Affairs continued to provide a unified central legal service for the Secretariat and the principal and other organs of the United Nations. The Office provided extensive legal advice to and finalized the necessary legal instruments for the United Nations Mission to Investigate Allegations of the Use of Chemical Weapons in the Syrian Arab Republic and the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic. The Office provided legal advice during the start-up and operationalization of MINUSMA. Claims against the Organization totalling $74.2 million were resolved for under $25.2 million, a reduction in actual liability from that claimed of 66.1 per cent.

The Office continued to serve as the secretariat of and provide substantive support to the Sixth Committee of the General Assembly, the International Law Commission, UNCITRAL and the Commission on the Limits of the Continental Shelf. In addition, it prepared 143 new volumes of the United Nations Treaty Series, registered 2,545 treaties and 1,949 treaty actions, and processed 3,596 depositary notifications.

Challenges and lessons learned

The engagement of the Office in the early stages of a field mission and its ongoing participation in various integrated task forces provided several benefits, including the opportunity to mainstream legal frameworks into mission planning and decision-making, provide early warning of emerging challenges and help avoid or resolve problems before positions are established. Experience shows that legal advice in intergovernmental negotiations, as well as dissemination and capacity-building initiatives, in the field of treaty law contributes significantly to promoting the participation in the multilateral treaty framework and the implementation of Article 102 of the Charter of the United Nations. To better achieve its goals of providing technical assistance to support the implementation of standards and coordination with other organizations active in the field of international trade law, increased efforts need to be taken to raise extrabudgetary funds. Such efforts can benefit from the considerable interest resulting from the creation of the UNCITRAL Regional Centre for Asia and the Pacific, which has prompted a number of similar initiatives by prospective donors.

Output implementation rate

226. The above-cited results are based on the implementation of 89 per cent of 1,756 mandated, quantifiable outputs.

227. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 8) and Corr.1).

Executive direction and management

(a) Increased timeliness of submission of documentation

228. In 2012, 98 per cent of documentation was submitted on time. The Office of Legal Affairs has been informally advised that the figure for 2013 is again expected to be 98 per cent; the exact figures, however, were not available at the time of preparing the present report.

(b) Enhanced coordination in the work of legal advisers and legal liaison officers of the United Nations system

229. The six coordination meetings held during the biennium, as proposed in the Office's programme of work, allowed legal advisers working in a variety of fields and organizations to exchange experiences and share information on issues of common interest in order to improve their coordination and communication and promote system-wide coherence of legal advice. There was very strong attendance and participation at these meetings and the response and follow-up was positive. The meetings also provided the Office with the opportunity to brief legal representatives from specialized agencies, funds and programmes, peacekeeping operations and special political missions on current legal issues facing the Organization. Extensive preparations and close coordination with all participants on the agenda of the meetings was required.

Subprogramme 1
Provision of legal services to the United Nations as a whole

Facilitation of the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated

230. During the biennium, the Office of the Legal Counsel provided well-coordinated and consistent legal advice and services to the United Nations. Specifically, the Office serviced the Organization by, inter alia, assisting various committees and legislative bodies in the implementation of United Nations' rules of procedure; supporting the operation of the United Nations and the United Nations-assisted international criminal tribunals, as well as the prosecution by national courts of persons accused of international crimes; providing advice on legal questions concerning the privileges and immunities and the status of the Organization in territories of Member States; providing advice on the necessary legal instruments, legal regimes and mandates for all peacekeeping operations and other missions; and liaising with the International Court of Justice and discharging the responsibilities of the Secretary-General under the Statute of the Court.

Subprogramme 2
General legal services to United Nations organs and programmes

(a) Maximization of the protection of the legal interests of the Organization

231. The General Legal Division continued to develop improved standard legal instruments and forms of agreement designed to protect the status and maintain the privileges and immunities of the United Nations. During the biennium, there were no instances in which, unless waived, the privileges and immunities of the United Nations were not maintained by the Office of Legal Affairs and the General Legal Division.

(b) Minimization of the legal liabilities of the Organization

232. During the biennium, claims against the Organization that were resolved by the General Legal Division and originally totalled over $74.2 million were actually resolved for under $25.2 million, a reduction in actual liability from that claimed of 66.1 per cent. Thus, the Organization's actual legal liability for claims resolved by the Division was 33.9 per cent of the amount originally claimed.

Subprogramme 3
Progressive development and codification of international law

(a) Progress in the formulation of legal instruments

233. The Codification Division continued to serve as the secretariat for and to provide substantive support to a number of legal bodies, including the Sixth Committee of the General Assembly and the International Law Commission. The most significant achievements during the biennium relate to the work of the Commission, which concluded the first reading of the draft articles on the expulsion of aliens in 2012 and made moderate progress on instruments pertaining to the protection of persons in the event of disasters; subsequent agreements and subsequent practice in relation to the interpretation of treaties; and immunity of State officials from foreign criminal jurisdiction. The Sixth Committee also continued its efforts aimed at completing a comprehensive convention against international terrorism. The Division contributed to this work by carrying out research on various topics, preparing analytical studies, background papers and numerous parliamentary documents and providing expert legal advice.

(b) Wider appreciation and understanding of international law

234. Under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, the Codification Division continued to conduct the International Law Fellowship Programme, in cooperation with The Hague Academy of International Law. The Division also conducted three regional courses in international law, one for Asia and the Pacific (2012) and two for Africa (2012 and 2013). One regional course, intended for Asia and the Pacific, was cancelled at a late stage owing to a lack of anticipated voluntary contributions. The Division continued to maintain the Audiovisual Library of International Law, which has been accessed by over 1 million individuals and institutions in the 193 Member States. The Division also completed several volumes of leading international law publications. The backlog on the *Repertory of Practice*

of United Nations Organs has been almost eliminated and the work continued for the most recent supplement covering the period 2000-2009.

Subprogramme 4
Law of the sea and ocean affairs

(a) Increased participation of States in and effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements

235. The Office of Legal Affairs, through the Division for Ocean Affairs and the Law of the Sea, continued to contribute to the effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements through the provision of information, advice and assistance to States, intergovernmental organizations and other entities; the preparation of the annual reports of the Secretary-General on oceans and the law of the sea and the report on sustainable fisheries and other documents and publications; and the efficient servicing of meetings of the General Assembly and convention bodies. As a result, the number of States parties to the Convention and the agreements increased from 381 in December 2011 to 392 in December 2013. In addition, there were 99 deposits of charts and lists of coordinates by States under the Convention as at the end of the biennium — 13 deposits more than the targeted 86.

(b) Enhanced cooperation and coordination among stakeholders with a view to deriving benefits from the use of oceans and seas

236. The Division assisted States in deriving benefits from the use of oceans and seas and continued to provide efficient support to the Commission on the Limits of the Continental Shelf. As a result of these activities, the number of recommendations issued by the Commission increased to 18 in 2013 (exceeding the target of 11). The Division was involved in 64 activities at the international level aimed at improving the sustainable development of the oceans and seas (exceeding the target of 49); and organized, participated in or contributed to 103 activities for the purpose of increasing cooperation on conservation and sustainable use of marine living resources (exceeding the target of 97). The increases reflect, inter alia, the strong momentum for oceans at the United Nations Conference on Sustainable Development and the renewed cooperation efforts relating to the conservation and sustainable use of marine living resources and, in particular, biodiversity in areas beyond national jurisdiction.

(c) Facilitation of decision-making by the General Assembly as well as other bodies under the Convention

237. The Division facilitated decision-making by the General Assembly and bodies under the United Nations Convention on the Law of the Sea by providing enhanced services to meetings of the Assembly and Convention bodies and by issuing the comprehensive annual reports of the Secretary-General on oceans and the law of the sea, the report on sustainable fisheries and other publications as mandated by the Assembly. On average, 73 per cent of Member States and other entities indicated a high level of satisfaction for the services provided by the Division.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws

238. Notable progress was made towards the effective modernization of trade law with the entry into force of the United Nations Convention on the Use of Electronic Communications in International Contracts, the adoption of rules on transparency in treaty-based investor-State arbitration and the General Assembly's invitation to the Secretary-General to establish the related transparency repository. The International Trade Law Division placed particular emphasis on promoting the adoption and use of the most recent texts of UNCITRAL, which resulted in 63 treaty actions and national enactments of UNCITRAL texts during the biennium; the reported 193 judicial and arbitral decisions based on those texts provide objective evidence of their practical use. A new edition of the *Digest of Case Law on the United Nations Convention on Contracts for the International Sale of Goods* and the *2012 Digest of Case Law on the Model Law on International Commercial Arbitration* were published during the reporting period.

(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards

239. The number of new publications discussing the work of UNCITRAL and of mentions of UNCITRAL in legal databases increased steadily. During the biennium, 1,066 additional publications were collected in the UNCITRAL bibliography. Page views on the UNCITRAL website are an indirect but significant way of assessing the level of interest in texts developed by UNCITRAL. The average number of daily visits to the UNCITRAL website totalled 2,399. The number of daily visits stabilized, but it should be noted that the trend shows constantly increasing interest in pages in languages other than English. The website, which is commonly regarded worldwide as an important source of trade law, is available in the six official languages of the United Nations.

(c) Improved coordination and cooperation among international organizations active in the field of international trade law

240. Actions included the conduct of research, the preparation of coordination papers and the organization of and attendance at coordination and consultation meetings. These resulted in greater awareness generally of the work programmes and the activities of relevant international organizations and in the identification of areas of mutual interest and opportunities and of the need to enhance coordination and cooperation efforts to avoid duplication and overlap. The specialized unit dealing with technical assistance and coordination took steps to identify and pursue opportunities for joint activities, resulting in more activities and greater focus. As a particularly significant step towards increasing the outreach of UNCITRAL to developing countries and fostering greater awareness about the need for law reform in the fields of international trade law and coordination with regional economic organizations, the UNCITRAL Regional Centre for Asia and the Pacific was

established in the Republic of Korea with support from the Government. The Centre became fully operational during the biennium 2012-2013.

(d) Facilitation of the work of the United Nations Commission on International Trade Law

241. The ratings given by delegates to the UNCITRAL secretariat showed a high level of satisfaction. However, the small number of replies received each year would suggest that delegates and observers of the States members of UNCITRAL do not consider it crucial to evaluate specifically the secretariat on the occasion of the session of the Commission. The overall satisfaction of the clients of the UNCITRAL secretariat was also reflected in oral statements made by delegates to the Sixth Committee and in letters of appreciation occasionally received throughout the reporting period.

Subprogramme 6
Custody, registration and publication of treaties

(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat

242. During the biennium, the Treaty Section made good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. In 2012-2013, the Office of Legal Affairs prepared 143 new volumes of the United Nations Treaty Series, registered 2,545 treaties and 1,949 treaty actions, and processed 3,596 depositary notifications. The website of the Treaty Section was frequently consulted, averaging 391,300 monthly page views.

(b) Ongoing State participation in the multilateral treaty framework

243. During 2012-2013, the Treaty Section assisted in promoting participation in the treaties deposited with the Secretary-General through the organization of two annual treaty events and two special treaty events, as well as capacity-development activities. The two annual treaty events organized by the Section resulted in a total of 199 treaty actions by Member States compared with 132 such actions in 2010-2011.

(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat

244. The Treaty Section has continued its efforts to disseminate widely information on the applicable procedures for the deposit of treaty actions and the submission of treaties and treaty actions for registration, including through training seminars and the provision of advice and assistance. Such information and advice has facilitated the submission by States and intergovernmental organizations of instruments for deposit and treaties and treaty actions for registration in proper form thus facilitating timely processing.

(d) Respect for the international treaty framework

245. The four training seminars conducted by the Treaty Section with the United Nations Institute for Training and Research at Headquarters during the biennium and the regional seminar held by the Treaty Section in Lima in 2013 received very positive feedback from Member States and other participants. The Section also continued to respond to a substantial number of requests for advice and assistance from States, United Nations offices, specialized agencies and treaty bodies on depositary and registration-related questions, as well as the drafting of final clauses.

Section 9
Economic and Social Affairs

Highlights of programme results

During the biennium, the Department of Economic and Social Affairs continued to promote and support the preparations for the post-2015 United Nations development agenda. In its role as secretariat of the United Nations Conference on Sustainable Development and of the Third International Conference on Small Island Developing States, the Department provided support to the former, as well as to the follow-up on the implementation of the agreements reached at that conference, and to the preparatory process for the latter, which is be held in Samoa in 2014. The Department effectively supported a considerable number of meetings and events, including the High-level Meeting on Disability and Development, the High-level Dialogue on International Migration and Development, the High-level Dialogue on Financing for Development, the special event to follow up on efforts made towards achieving the Millennium Development Goals and the inaugural meeting of the High-level Political Forum on Sustainable Development. The Department continued to collect, compile and analyse critical data on a broad range of topics and provided policy and technical advice to intergovernmental processes through its flagship publications, such as the *World Economic Situation and Prospects* and the *World Economic and Social Survey*, and parliamentary documentation. It launched and further enhanced its intranet as a central and internal knowledge repository. The Department supported the 2012 quadrennial comprehensive policy review process and developed a detailed follow-up plan to monitor implementation of the General Assembly resolution on the review. Progress in terms of the Department's capacity-development work continued, with the finalization of a plan for implementing its capacity-development strategy and the design of a capacity-development integrated workplan. The Department also strengthened its monitoring and evaluation capacity and finalized its evaluation policy.

Challenges and lessons learned

Advance planning and good communication are crucial for enhancing the Department's normative, analytical and capacity-development work in the economic, social and environmental fields. The expanded Executive Committee on Economic and Social Affairs intensified efforts to coordinate United Nations system preparations for the United Nations Conference on Sustainable Development and to keep the United Nations system engaged in the implementation of the agreements reached at that conference. It also coordinates preparations for the Third International Conference on Small Island Developing States. The Department's evaluation policy, which was finalized in July 2012, represents an important step towards enhancing the in-house evaluation function; it will be followed by further efforts to strengthen the Department's self-evaluation capacity.

Output implementation rate

246. The above-cited results are based on the implementation of 96 per cent of 3,196 mandated, quantifiable outputs.

247. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 9)).

Executive direction and management

(a) Programme of work is effectively managed

248. Continuous efforts were made to ensure timely delivery of outputs and services and effective and efficient use of resources. The Department achieved an overall output implementation rate of 96 per cent. The budget utilization rate was estimated at 98 per cent.

(b) Increased timeliness of submission of documentation

249. In 2012, 249 pre-session documents were slotted for submission, 224 of which were submitted on time, resulting in a compliance rate of 90 per cent. In 2013, the rate improved further, with 315 pre-session documents slotted for submission, of which 308 were submitted on time, resulting in a compliance rate of 98 per cent.

(c) Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat through the support of the Executive Committee on Economic and Social Affairs

250. The Department initiated specific and focused activities with entities of the Executive Committee on Economic and Social Affairs and other relevant entities of the United Nations system. These activities included: (a) coordinated support to the follow-up to the United Nations Conference on Sustainable Development and preparations for the Third International Conference on Small Island Developing States; and (b) substantive work on the preparations for the post-2015 development agenda. The Department also provided strong support to engagement by the

Executive Committee in the consultation processes of the Secretary-General's Policy Committee.

Subprogramme 1
Economic and Social Council support and coordination

(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals and the Millennium Development Goals, and in reinforcing the linkages between global policy discussion and national efforts intended to achieve those goals, including through the annual ministerial review and the Development Cooperation Forum

251. With the Department's support, at the 2012 annual ministerial review, held under the theme "Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals", a ministerial declaration with the same title was adopted. In 2013, the annual ministerial review focused on the theme "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals". The two ministerial declarations adopted during the biennium in the framework of the annual ministerial reviews contained important policy recommendations that were the subject of follow-up action by the United Nations system entities and Governments. The Department also helped organize the special event to follow up on efforts made towards achieving the Millennium Development Goals, held during the sixty-eighth session of the General Assembly. The Department prepared a draft road map towards a summit on the post-2015 development agenda that was adopted as part of the outcome document of the special event. The Department prepared recommendations for strengthening the Economic and Social Council that formed the basis for the General Assembly resolution 68/1.

(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system

252. The Department continued to support the efforts of the Economic and Social Council to provide the United Nations system with cross-sectoral coordination and overall system-wide guidance. In order to strengthen and improve interaction between the Council and its subsidiary bodies, the Department organized two meetings of the Bureau of the Council with the Chairs of the subsidiary bodies, during which participants discussed the role of the Council in the follow-up to the United Nations Conference on Sustainable Development, Council reform, the discussions on the post-2015 development agenda and issues of coordination and coherence between the Council and its subsidiary bodies. Follow-up meetings of the secretariats of the Council bodies also took place during 2012-2013. Those meetings helped raise the awareness of representatives of both intergovernmental entities and the Secretariat of the need to align the content of the Council agenda with the priorities of subsidiary bodies as they prepare for upcoming sessions.

(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Peacebuilding Commission

253. The Department continued to enhance the role of the Economic and Social Council in the area of post-conflict reconstruction and development, including by strengthening cooperation between the Council and the Peacebuilding Commission. The Council and the Peacebuilding Commission held joint bureaux meetings in 2012 and 2013, as well as a joint event entitled "Partnerships for job creation for young people in countries emerging from conflict". An example of the enhanced role of the Council in the area of post-conflict reconstruction and development was the extension of the mandate of its Ad Hoc Advisory Group on Haiti for another year and the Group's successful visit to Haiti. The visit, organized by the Office of Economic and Social Council Support and Coordination, improved relations between the Council and the Haitian authorities, as exemplified by the participation of the Minister of Development Cooperation of Haiti in the substantive session of the Council, in July 2012.

Subprogramme 2
Gender issues and advancement of women

254. Pursuant to General Assembly resolution 64/289, the existing mandates and functions of the Division for the Advancement of Women were integrated into UN-Women, which became operational on 1 January 2011. Thus, information on subprogramme 2 is reported under section 17, UN-Women.

Subprogramme 3
Social policy and development

(a) Increased attention to poverty eradication, employment generation and social integration, with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples

255. The Department continued to support awareness-raising and consensus-building among Member States and to strengthen the international debate on poverty eradication, full employment, decent work and social integration, placing particular emphasis on social groups. Major achievements in 2012-2013 included: an action-oriented policy on social integration; positive resolutions on poverty and development, social dimensions of NEPAD, older persons, youth, persons with disabilities and indigenous peoples that incorporate policy recommendations of the Division for Social Policy and Development; closure of the International Year of Cooperatives with the launch of a programme of action (2012); the High-level Meeting on Disability and Development (2013), which resulted in a concise and action-oriented outcome document; preparations for the World Conference on Indigenous Peoples, to be held in 2014, and the anniversary of the International Year of the Family, also in 2014; and continued support to the open-ended working group of the General Assembly on the rights of older persons and substantive contributions to the post-2015 development process to ensure the integration of social development.